



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

**Date:** WEDNESDAY, 28 NOVEMBER 2018  
**Time:** 4.00 pm - Please arrive at 3.30 pm for pre-meeting refreshments and brainstorming session  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Mark Bostock  
Deputy David Bradshaw  
Stuart Fraser  
Alderman Prem Goyal  
Michael Hudson  
Alderman Gregory Jones  
Wendy Mead  
Ruby Sayed  
Deputy John Tomlinson  
William Upton  
John Beyer (Heath & Hampstead Society)  
Councillor Melvin Cohen (London Borough of Barnet)  
Sam Cooper (English Heritage)  
Rachel Evans (Royal Society for the Protection of Birds)  
Councillor Thomas Gardiner (London Borough of Camden)  
TBC (Ramblers' Association/Open Spaces Society)  
Graeme Smith (Ex-Officio Member)

**Enquiries:** Leanne Murphy  
[leanne.murphy@cityoflondon.gov.uk](mailto:leanne.murphy@cityoflondon.gov.uk)

**Refreshments will be available from 3.30pm**  
**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**

To agree the public minutes and summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 5 September 2018.

**For Decision**  
(Pages 1 - 8)

4. **SUB COMMITTEE MINUTES**

a) **Hampstead Heath Consultative Committee**

To receive the draft public minutes of the Hampstead Heath Consultative Committee meeting held on 29 October 2018.

**For Information**  
(Pages 9 - 20)

b) **Highgate Wood Consultative Group**

To receive the draft public minutes of the Highgate Wood Consultative Group meeting held on 17 October 2018.

**For Information**  
(Pages 21 - 28)

c) **Queen's Park Consultative Group**

To receive the draft public minutes of the Queen's Park Consultative Group meeting held on 31 October 2018.

**For Information**  
(Pages 29 - 36)

5. **ACTIONS SHEET**

Report of the Town Clerk

**For Information**  
(Pages 37 - 38)

6. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Report of the Town Clerk.

**For Decision**  
(Pages 39 - 42)

7. **SUPERINTENDENT'S UPDATE**

Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 43 - 48)

- a) **Appendix 1 - Divisional Plan Q2 Update** (Pages 49 - 58)
- b) **Appendix 2 - Highgate Wood Events Policy Part 2** (Pages 59 - 86)
- c) **Appendix 3 - Queen's Park Events Policy Part 2** (Pages 87 - 116)
- d) **Appendix 4 - Events Approval Large and Major Events 2019** (Pages 117 - 118)
- e) **Appendix 5 - Open Spaces Organised Sports Licence Application Form** (Pages 119 - 128)
- f) **Appendix 6 - Highgate Wood Woodland Management Plan** (Pages 129 - 156)
8. **BREXIT UPDATE**  
The Director of Open Spaces to be heard.  
**For Information**
9. **PROPOSED HAMPSTEAD HEATH MANAGEMENT STRATEGY 2018-2028**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 157 - 200)
10. **QUEEN'S PARK PUBLIC TOILET REDEVELOPMENT**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 201 - 262)
11. **TENDER OF THE HIGHGATE WOOD PAVILION CAFÉ**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 263 - 280)
12. **FEES AND CHARGES 2019/20 & 2020/21**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 281 - 298)
13. **REVENUE & CAPITAL BUDGETS - 2018/19 & 2019/20**  
Joint report of the Chamberlain and Director of Open Spaces.  
**For Decision**  
(Pages 299 - 314)
14. **DEPARTMENTAL BUSINESS PLAN 2018/19 - SIX MONTH PERFORMANCE UPDATE**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 315 - 328)

15. **HAMPSTEAD HEATH AND HIGHGATE WOOD & QUEEN'S PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2018**

Report of the Chamberlain.

**For Information**  
(Pages 329 - 392)

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 Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 5 September 2018.

**For Decision**  
(Pages 393 - 396)

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**

The date of the next meeting is 13 March 2019 at 4.00pm.

**HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE**  
**Wednesday, 5 September 2018**

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 Wednesday, 5 September 2018 at 4.00 pm

**Present**

**Members:**

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Mark Bostock  
Alderman Prem Goyal  
Alderman Gregory Jones  
Wendy Mead  
Deputy John Tomlinson  
Sam Cooper (English Heritage)  
Councillor Sam Gardiner (London Borough of Camden)  
Maija Roberts (Ramblers' Association/Open Spaces Society)

**Officers:**

Colin Buttery	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Katherine Radusin	- PA to Superintendent of Hampstead Heath
Richard Gentry	- Constabulary and Queen's Park Manager
Jonathan Meares	- Highgate Wood, Conservation & Trees Manager
Mark Jarvis	- Chamberlain's Department
Declan Gallagher	- Operational Services Manager
Lucy Gannon	- Projects Management & Support Officer
Leanne Murphy	- Town Clerk's Department
Yvette Hughes	- Business Manager Hampstead Heath
Paul Maskell	- Leisure and Events Manager

**1. APOLOGIES**

Apologies were received from Deputy David Bradshaw, Stuart Fraser, Michael Hudson, William Upton, John Beyer, Councillor Melvin Cohen, Rachel Evans and Graeme Smith.

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

There were no declarations.

**3. MINUTES**

Michael Welbank gift presentation

The Chairman introduced Michael Welbank, a previous Chairman of the HHHWQP Committee, who was an invited guest of the Chairman. Mr Welbank advised that not only had he been professionally involved with the Hampstead

Heath for a number of years working on key projects such as the Ponds Project but was also personally involved as a local resident. Mr Welbank presented the Chairman with a personalised gavel gifted to the Committee which was made from oak trees at the Heath.

**RESOLVED**, that the public minutes of the meeting held on 23 May 2018 were approved as a correct record.

#### Matters arising

The Chairman requested an update regarding the feasibility study of the Play Area toilet facility. Members were advised that a consultant had been provided with the feasibility results which would be going to the next Queen's Park Consultative Group for feedback.

#### 4. **ACTIONS SHEET**

Members received a report of the Town Clerk setting out the outstanding actions list and noted the various updates and additions.

In relation to action (1) regarding identifying a representative on the HHCC representing those with a physical disability, the Chairman noted that interviews were being set up with relevant charities post recess and it was hoped a person would be selected soon.

With regards to action (2), the Chairman noted that this should be separated into two actions. She advised that the draft 2018/19 Divisional Plan would be going to the HHCC first before sign-off at the next HHHWQPC meeting. The division's Risk Register was not complete and would also come to the next meeting.

Actions (3) and (4) were covered elsewhere on the agenda.

RECEIVED.

#### 5. **MINUTES OF THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

The public minutes of the Hampstead Heath Consultative Committee meeting held on 9 July 2018 were received.

#### 6. **SUPERINTENDENT'S UPDATE**

Members considered a report of the Superintendent providing an update on matters concerning Hampstead Heath, Highgate Wood and Queen's Park. The following points were made:

##### **Hampstead Heath Management Plan**

- The Superintendent advised Members that development of the Hampstead Heath Management Plan 2018-2028 was progressing to schedule and that a final draft would be submitted to Members of the Hampstead Heath Consultative Committee (HHCC) with the final version to come to the Committee for signoff at its November meeting.

## Land acquisition

- The Chairman updated Members that she had met with the buyer of the Harry Hallowes land with Mark Hutchinson regarding his intentions for the land which was followed up with a formal letter setting out the responsibilities of the buyer, particularly the need to manage the Japanese Knotweed on the land. The buyer has since met the team and visited the land.

## Planning

- **The Water House, Millfield Lane 2017/3692/P.** The Superintendent advised Members that this planning application had been granted subject to S106. It was noted that work had begun and that the Superintendent would be attending a meeting on site next week.
- **Parliament Hill William Ellis School 2018/1270/P.** The Superintendent noted that he had a seat on the working group and that work was progressing.
- **South Fairground Site.** The application was subject to enforcement action London Borough of Camden and Officers had given Counsel for the development to be removed.
- **North Fairground Site 2017/4346/P.** It was noted that the London Borough of Camden had not determined the application to the timescale and therefore a local enquiry was ongoing with Officers providing witness statements.
- **Jack Straws Castle 2017/2064/P.** A decision has not yet been determined and Officers await a decision.
- **Chester Court, Lissenden Garden 2017/1353/P.** The Superintendent advised that Officers had presented evidence against at the application appeal and was pleased that the appeal was refused by London Borough of Camden.
- **55 Fitzroy Park.** It was noted that a development had just been listed with a request to build five houses as a private open space. The Superintendent stated that the team would object to this application as this would be developed on the periphery of the Heath and would have an impact on hydrology.

## Oak Processionary Moth

- Members were advised that the Tree Team had inspected trees for nests from May to August which was a huge undertaking as 2,013 nests were identified from 680 trees on Hampstead Heath. A specialist contractor carried out nest removal on high risk trees removing 1,400 nests.

- In response to a query regarding the drastic increase in nests from the previous year, Members were advised that there was a consistent pattern of a significant increase in nests after two years of gradual increase once OPM is identified at a site.
- A Member noted that OPM was being managed in Germany by fencing off large areas of trees for protection and queried what measures were being taken in the UK to deal with OPM. The Director of Open Spaces assured Members that the pest was being taken seriously which was now present in all 32 London boroughs and that he Chaired the Forestry Commission's Committee for OPM. It was noted that there was no quick fix to eradicate this pest, but that a programme to manage and slow the spread was being developed. Officers continue to identify zones to treat the areas of most risk to the public and are seeking to get additional funds towards the cost of managing OPM.
- The Director of Open Spaces stated that a report would come to the Committee detailing the costs and implications of OPM.

### **Adventure playground**

- The Team have received revised proposals from the designer with design alterations in line with feedback received following engagement with young people. A 3D model of the proposed design will be produced to and following further engagement the project will go out to tender.

### **Swimming**

- Superintendent advised that the good weather throughout summer had resulted in increased visitor numbers which had a huge impact on Heath services, and notably at the swimming facilities. As a result, the Lido was closed early due to reaching capacity on a number of occasions.
- Unfortunately, there had been a knock-on effect resulting in members of the public swimming in the model boating pond which is not lifeguarded.
- The Chairman thanked Heath Staff for their hard work over the busy summer period.
- The Superintendent noted that there were posters at the Heath regarding the Corporation led initiative concerning gender identity which was being actively promoted and had generated a worldwide response.
- Waste and recycling have remained an issue at the Heath with huge numbers being cleared by the Team throughout summer which the Superintendent highlighted had received positive feedback from visitors. The Team were working with the Heath & Hampstead Society to fast-track the project in the Divisional Plan in an attempt to deal with the issue of litter and were talking with local providers.

## Events

- The Leisure & Events Manager noted that the annual Hampstead Heath Duathlon event which took place at the weekend had been a huge success. Hampstead Heath Rugby Club, the chief sponsor, were thanked by the Chairman along with all the volunteers that helped with the event.

## Highgate Wood

- It was noted that the Friends of the Roman Kiln (FORK) were now a constituted charity and an external consultant has been appointed to prepare an application to the Heritage Lottery Fund.

## Queen's Park

- It was noted that the Book Festival on 30 June - 1 July 2018 was a success and the event organisers have already requested a date for 2019.
- The Superintendent advised Members that numbers in attendance for the outdoor cinema screenings over the summer had been mixed but that the most recent screening had a turnout of 500 people.
- Members were invited to attend the upcoming annual Queen's Park Day on 16 September 2018. The Town Clerk agreed to circulate details regarding this event to all Members.

## 7. **HAMPSTEAD HEATH SITE SPECIFIC EVENTS POLICY PART TWO**

Members considered a report of the Superintendent of Hampstead Heath concerning the Hampstead Heath Site Specific Events Policy Part Two.

The Chairman noted that Part Two had already been discussed heavily at the last HHCC meeting, particularly the proposed Event Scale, and Members voted in favour of Option 1. Members were happy with the proposed option and agreed with the decision of the HHCC.

The Kenwood House General Manager noted that there were many similarities regarding planning events at Kenwood House and the Heath and had experienced similar issues regarding public versus private events. He agreed to provide Members with a washup of events at Kenwood House for the next meeting.

**RESOLVED** – That Members approve the proposed Events Policy (Part Two) for Hampstead Heath (Appendix 1).

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

Members considered a report of the Director of Open Spaces concerning the management of risks undertaken by the Open Spaces Department and the Hampstead Heath, Highgate Wood & Queen's Park Division.

Members were advised that there were nine risks identified - five amber and four green – and that the green items would come off the report unless there was a change to the risk.

**RESOLVED** – That Members:-

- Approve the Hampstead Heath, Highgate Wood and Queen's Park risk register included at Appendix 2;
- Agree the removal of the three static 'green' risks from future risk reports to this Committee, as proposed in paragraph 13;
- Note the Corporate Risk Matrix at Appendix 1 and the Hampstead Heath, Highgate Wood & Queen's Park Current and Target Risk Grid at Appendix 3.

9. **REVIEW OF THE ANNUAL WORK PROGRAMME JANUARY 2017 TO MARCH 2018**

Members considered a report of the Superintendent of Hampstead Heath providing a review of an extended 15-month Annual Work Programme (AWP) carried out on Hampstead Heath from January 2017 until March 2018.

**RESOLVED** – That Members:-

- Note the works undertaken in the review period and provide feedback;
- That the views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their September meeting;
- Note the works undertaken in the review period and provide feedback.

10. **REVENUE OUTTURN 2017/18**

Members considered a joint report of the Chamberlain and the Director of Open Spaces comparing the revenue outturn for the services overseen by the Committee in 2017/18 with the final agreed budget for the year.

Members were advised that the Director's deficit budget variance of £47k for Local Risk was caused by additional costs incurred from dealing with OPM and waste.

In response to a query regarding the costs incurred over the summer period and the impact of the heat wave, the Superintendent advised that the report covered the last financial year but predicted that the figures would be higher

than expected due to the extra costs incurred throughout summer, e.g. security and life guards. Members felt that more up-to-date figures were needed in reports and should tie in better with meeting dates.

A Member queried whether the hot weather improved or lost money for the Heath. The Superintendent noted that swimming at the ponds was the main issue as there was currently no enforced charge to cover the costs of keeping it safe, etc. It was noted that the Superintendent was working Mark Hutchinson to change the policy on charging and a formal plan would be brought to the Committee for input when developed. This would include an initiative to improve the payment route introducing contactless payment.

The Kenwood House General Manager noted that similar issues regarding payment were being experienced at Kenwood House and agreed to discuss this with the Superintendent to ensure a consistent perspective and approach.

**RESOLVED** – That Members note the revenue outturn report for 2017/18 and the consequential implications for the 2018/19 budget.

11. **OPEN SPACES BUSINESS PLAN YEAR-END REPORT 2017/18**

Members considered a report of the Director of Open Spaces concerning the Open Spaces Business Plan year-end update for 2017/18.

Members were advised that this report had been to the other Open Spaces Grand Committees in July and there had been consistent achievement of performance measures with slight improvement upon the previous year.

**RESOLVED** – That Members:-

- Note this report and the achievement against performance measures as detailed in appendix 1;
- Note the achievements at Hampstead Heath, Highgate Wood & Queens Park as detailed in appendix 4.

12. **MODEL BOATING POND ISLAND FUTURE ACCESS ARRANGEMENTS**

Members considered a report of the Superintendent of Hampstead Heath concerning the Model Boating Pond Island Future Access Arrangements.

The Chairman advised that this was debated heavily at the last HHCC meeting who agreed with the preferred option as set out in the report.

**RESOLVED** – That Members agree the preferred option for the future management of the Island as set out in paragraph 22.

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

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no urgent items.
15. **EXCLUSION OF THE PUBLIC**  
**RESOLVED**, that under Section 100A(4) of the Local Government Act 1972 the public be excluded from the meeting for the following items of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.
16. **NON-PUBLIC MINUTES**  
**RESOLVED**, that the non-public minutes of the meeting held on 23 May 2018 were approved as a correct record.
17. **MODEL BOATING POND ISLAND: NON-PUBLIC APPENDICES**  
Members noted a non-public appendix item read in conjunction with the Model Boating Pond Island Future Access Arrangements at item 12.
18. **HAMPSTEAD HEATH PONDS PROJECT**  
Members considered and approved the joint Gateway 7 report of the Director of Open Spaces and the Project Director concerning the Hampstead Heath Ponds Project.
19. **LEARNING PROGRAMME LONG TERM FUNDING**
20. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
21. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no urgent items.

**The meeting ended at 5.15 pm**

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Chairman

**Contact Officer: Leanne Murphy**  
**leanne.murphy@cityoflondon.gov.uk**

## HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 29 October 2018

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, 29 October 2018 at 7.00 pm

### Present

#### Members:

Karina Dostalova (Chairman)  
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)  
John Etheridge (South End Green Association)  
Mathew Frith (London Wildlife Trust)  
Colin Gregory (Hampstead Garden Suburb Residents' Association)  
Michael Hammerson (Highgate Society)  
Helen Payne (Friends of Kenwood)  
Thomas Radice (Heath and Hampstead Society)  
Susan Rose (Highgate Conservation Area Advisory Committee)  
Simon Taylor (Hampstead Rugby Club)  
David Walton (Representative of Clubs using facilities on the Heath)  
John Weston (Hampstead Conservation Area Advisory Committee)

#### Officers:

Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Operational Services Manager
Richard Gentry	- Constabulary and Queen's Park Manager
Yvette Hughes	- Business Manager
Paul Maskell	- Leisure and Events Manager
Katherine Radusin	- PA to Superintendent of Hampstead Heath
Leanne Murphy	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Anne Fairweather, Ray Booth, Cindy Galvin, Dr Gaye Henson (Dr Frances Tatnall attended to represent the Marylebone Birdwatching Society), Ellen Solomons (Lorna Kerr attended to represent the Vale of Health Society), Ellin Stein, Harunur Rashid, Steve Ripley and Richard Sumray.

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

There were none.

#### 3. MINUTES

The public minutes of the meeting held on 9 July 2018 were approved as a correct record subject to the addition of "and moths" to bullet three under Item 10 noted by a Member representing the Highgate Society.

A Member noted that it was previously agreed that whilst Members would not be named in the minutes, but their Society would be reflected. The Town Clerk agreed to go back to this style of minuting.

4. **ACTIONS SHEET**

Members noted the various outstanding actions and the update provided thereon.

The Chairman advised that all actions were complete or covered on the agenda except Action 1 to identify a representative to represent people with a physical disability which was still being progressed by the Superintendent and Town Clerk. It was noted that the Chairman and Superintendent had attended a meeting with representatives from Mencap to discuss the organisations future role in representing Heath users with a disability. Members were invited to contact the Town Clerk to suggest organisations which could help to fulfil this role.

5. **MINUTES OF THE HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE**

The minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) meeting held on 5 September 2018 were received.

A Member (London Wildlife Trust) requested that a copy of the report on Oak Processionary Moths (OPM), which is being prepared by the Director of Open Spaces, be shared with Members of the HHCC. The Chairman explained that the costs for OPM were currently being covered by the Superintendent's operational budget. The Superintendent stated that he was happy to share any information and progress regarding OPM advising that natural control options were being researched such as a parasitic fly that stops the breeding stage of the moths.

In response to a request from a Member (Hampstead Garden Suburb Residents' Association), the Town Clerk agreed to bring the personalised gavel presented to the HHHWQPC at their meeting on 5 September 2018 by past Chairman Mr Welbank, to the next meeting of the HHCC, so Members could see view it.

6. **DRAFT HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**

The draft minutes of the Hampstead Heath Sports Advisory Forum meeting held on 10 September 2018 were received.

Members were advised that discussions focused primarily on the Management Strategy, the proposed 2019/20 sports fees and charges, the 'This Girl Can' event theme and upcoming sports events. There was broad support for the proposed 2019/20 sports fees and charges at the meeting. A Member (Hampstead Rugby Club) noted that it had been agreed to continue with the 'This Girl Can' event theme for a further five years and that the Heath Clubs were in agreement that their role in progressing and supporting the scheme was key.

RECEIVED.

7. **DRAFT HAMPSTEAD HEATH MANAGEMENT STRATEGY 2018-2028**

Members considered a report of the Superintendent of Hampstead Heath regarding the draft Hampstead Heath Management Strategy (formerly Plan) 2018-2028 and the following points were made:

- The Chairman advised that the draft Hampstead Heath Management Strategy 2018-2028 would be presented to the Hampstead Heath, Highgate Wood & Queen's Park Committee for approval on 28 November 2018 so this was an opportunity for the Committee to give final input into the Strategy. Members were encouraged to provide comments via email following the meeting up until mid-November.
- Members were advised that there were four Outcomes, 11 Priorities and 41 Commitments.
- The Superintendent noted that there was still some duplication from the foreword to the text within the Strategy which will be addressed in the final version.
- The Superintendent confirmed that an online consultation was still running through the website.
- Members were advised that a reference to the status of the 2007 Management Plan would be incorporated by explaining the importance of the Transition Plan (Towards a Management Plan for the Heath 2007–2017 - A summary of progress to date) which was presented to Members in July 2018. This will be updated and presented to Members in early 2019.
- The Superintendent noted that a Member (London Council for Recreation and Sport) had provided feedback in relation to the role of the Heath Sports Clubs and organisations and queried that Priorities 4 and 5 have shared Commitments.
- Priority 11 was edited following advice from a former Chairman that gender-neutral language should be used throughout the Strategy.
- The Superintendent advised that the Comptroller and City Solicitor had assisted by drafting the Legislative Framework for the Strategy which incorporated the new City of London Corporation (Open Spaces) Act 2018.
- With regards to the role of the Strategy in helping to resolve conflicts, the Superintendent confirmed that the 10-year strategy sets out the aspirations which will guide day-to-day decision making. There may be situations where a judgement call has to be made about which factor to prioritise. However, all four themes are important and will need to be considered carefully when deciding how to act.

- In response to a query from a Member (Hampstead Garden Suburb Residents' Association) regarding whether future drafts of the Divisional Plan would take account of the Outcomes and Priorities from the Management Strategy and address specific aspects, the Chairman advised that links between the different plans and the Management Strategy would be made and they would become clearer when they are aligned. The Superintendent explained that the Divisional Plan would be aligned with the Outcomes in the Strategy.
- A Member (Hampstead Garden Suburb Residents' Association) queried where policies, e.g. veteran trees and the Golders Hill Park Zoo, could be accessed once agreed. The Superintendent confirmed that the website was the most appropriate place to provide links to these documents.
- With regards to Commitment 41 under Priority 11: Responsible Management, a Member (Hampstead Garden Suburb Residents' Association) suggested adding that the City of London Corporation would take appropriate action if necessary as it was the responsibility of the Corporation to enforce responsible management. The Chairman suggested reordering the list so that the Commitments did not end on a negative point. The Superintendent noted that there was a further reference to the Corporation's powers under the City of London Corporation (Open Spaces) Act 2018 under Priority 3.
- A Member (Highgate Society) noted under the parameters of the Heath Vision (p33) that "together we care for the Heath"; however, he felt that not all people did care for the Heath and the aim was to strive to encourage everyone to care and learn from each other. The Superintendent agreed to strengthen the wording in the introduction of the Theme.
- A Member (Friends of Kenwood) felt the wording in paragraph in the foreword after the bold sentence required a change in tone.
- In response to comments from a Member (London Wildlife Trust) regarding Commitment 1 under Priority 1 concerning natural habitats and the reference to the 2009 General Botanical Survey, which was nearly 10 years old and could prove restrictive in the future. The Superintendent advised that the reference was to bring reassurance around the distribution of trees, scrub, grassland and heathland.
- Following a comment from a Member (Heath and Hampstead Society) regarding conflict resolution which he felt should be a priority and come to the Committee, especially matters with competing issues (e.g. the Model Boating Pond access arrangements), the Chairman agreed and confirmed that indeed the function of the HHCC was to address any arising conflict.
- A Member (Highgate Society) stated that Commitment 2 under Priority 1 was vague and inarticulate and should be amended to reference the Heath's heritage and archaeology.

- A Member (Highgate Society) noted that the Legislative Framework (p49-52) was very helpful and suggested the information could be attached as a standing item on future agendas.
- The Chairman stated that she was pleased with the Strategy and the comprehensive and inclusive approach that has been taken to formulate the Strategy presenting a clear focus for the next ten years.
- The Chairman thanked the Committee for their feedback on the Strategy and invited Members to provide additional written comments.

**RESOLVED** - that:-

- Members provide feedback and comments on the draft Hampstead Heath Management Strategy 2018-2028;
- The views of the Hampstead Heath Consultative Committee be conveyed to the Hampstead Heath, Highgate Wood & Queen's Park Committee at their meeting on 28 November 2018.

**8. SUPERINTENDENT'S UPDATE**

Members considered an update report of the Superintendent and the following points were made:

**Annual Work Programme**

- The Operational Services Manager advised Members that waste and recycling had proved a significant challenge over the summer.
- Fires have been a concern across the Open Spaces this summer, particularly after the recent grassland fire at Epping Forest. The Operational Services Manager advised that water bowsers had been on standby at strategic locations around the Heath.
- Members were advised that staff had worked extremely hard to keep facilities open over the busy summer period. Members thanked all staff and volunteers for their hard work.

**Planning**

- **The Water House, Millfield Lane, 2017/3692/P.** The Superintendent advised that he was involved in the Community Working Group.
- **Parliament Hill & William Ellis School, 2018/1270/P.** The Superintendent advised that Officers were liaising with the constructor in relation to the protection of trees.

- **South Fairground Site.** Members were advised that the appeal hearing against the Planning Enforcement notice issued by London Borough of Camden had been set for December 2018.
- **North Fairground Site, 2017/4346/P.** Members were advised that following non-determination of the case by London Borough of Camden, an appeal hearing has been set for February 2019. Officers will continue to work with representatives of the Vale of Health Society and the Heath & Hampstead Society.
- **Jack Straws Castle, 2017/2064/P.** The Superintendent advised that London Borough of Camden is still to determine this application.
- **Garden House, Vale of Health 2017/2885/P.** Members were advised that London Borough of Camden had not resolved this application.
- **Wallace House, Fitzroy Park 2017/4301/P.** Members were advised that planning approval was granted.
- **55 Fitzroy Park 2018/3672/P.** The Superintendent advised that the City of London would oppose the development taking account of the likely impacts on the character of Hampstead Heath, as well as risks to the hydrology of the Highgate chain of ponds.

### **Constabulary**

- The Constabulary and Queen's Park Manager advised that since 1 April the Constabulary had responded to 1,100 incidents at the Heath with 849 resulting in a stop and account, formal warning or penalty charge, 7 arrests were made, and 26 criminal offences reported to the Metropolitan Police Service. There were 40 instances of vulnerable missing persons.
- With regards to medical emergencies, first aid was given on site on 21 occasions. It was noted that trained staff were available to use the defibrillators on site.
- Members were advised that the Lido had been the biggest challenge during the summer period and a stewarding company were employed to manage the entry queue. Staff had to deal with some difficult members of the public and especially when the Lido was at capacity and queue had been closed. There were also issues with people swimming in non-swimming ponds which were unsafe and not lifeguarded. The Constabulary and Queen's Park Manager noted that the Team were continuing to develop measures to deal with these issues for next summer.

## **Swimming**

- The Superintendent advised that there had been a two-week closure of the Kenwood Ladies' Pond for maintenance.
- An accessibility audit has been undertaken at the Highgate Men's Pond, to assess the options for providing step free access to the facility. The Superintendent is engaging with an architect to resolve technical issues in relation to how disabled swimmers can access the water. Designs have also been drawn up for Part M compliant changing facilities and a storage area.
- In response to a query from a Member (Representative of Clubs using facilities on the Heath) regarding reconfiguring the access points of the Men's Pond, the Superintendent explained that the aim was for Lifeguards to be positioned to ensure they had a line of sight towards people coming into the facility as there currently was no view of who enters.

## **Events**

- The Leisure and Events Manager advised Members that the Hampstead Heath Officer Events Group had met on 17 October to consider upcoming events. The Group discussed three of the major events that had applied for 2019 including the Race for Life, Affordable Art Fair and Night of the 10k Personal Bests. The Officer Group were satisfied that the events were aligned to the criteria set out in the Events Policy and sought views and feedback from the Consultative Committee.
- Members were advised that the 2019 events programme and a report capturing all 2018 events would come to the Committee in February 2019.
- A Member (Highgate Society) raised a point made at the Highgate Wood Consultative Group that the document was too much for a small activity and might be put off by the process. The Superintendent advised that the website would be structured to select a smaller or more in-depth application depending on the size of the event.

## **Open Spaces Organised Sports Licence Application Form**

- A Member (Friends of Kenwood) felt that the application timescale offered was generous.
- Members agreed that reference to payment by cheque was outdated and should be updated to include a reference to alternative payment methods.

## **Weddings and Civil Ceremonies**

- Members were advised that since publication of the agenda, 13 ceremonies had taken place this year and eight were booked for 2019.

**RESOLVED – That:-**

- Members provide feedback on the proposed events for 2019;
- Members provide feedback on the Sports Licencing Scheme (Appendix 2).

**8.1 Appendix 1 - Divisional Plan Q2 update**

Members noted the Divisional Plan 2<sup>nd</sup> Quarter Update and the following points were made:

- The Superintendent advised that two new columns had been added and that the updated three-year Divisional Plan would come back to the Committee in February 2019 with projects presented by year.
- A Member (Hampstead Garden Suburb Residents' Association) noted that the Veteran Tree Policy had been relocated to the Annual Work Programme (AWP) but felt that its status needed to be retained within the Divisional Plan as the guiding document, so it was not lost. He felt there was a difference between completing a project and an ongoing, evolving project. The Chairman suggested mirroring the Project Sub Committee's approach of updating Members on a project before moving it. The Superintendent explained that business as usual projects were reflected in the AWP but agreed to provide regular updates on these projects to ensure Members were kept up-to-date.
- In response to a query from a Member (Heath and Hampstead Society) regarding the progress of licensing commercial dog walkers, the Superintendent advised that a project plan was in development which would also involve consultation with dog walkers. This would also involve discussions with Epping Forest and The Commons.
- A Member (Hampstead Conservation Area Advisory Committee) noted that they had Googled a number of dog walking companies and on average each company charged £10p/h per dog, with each walker taking up to 20 dogs on every walk. Members were surprised by the fees charged by professional dog walkers and recommended that the Superintendent charge commercial walkers proportionately.
- In response to a concern regarding the knock-on effects for Kenwood, Members were advised that English Heritage were involved in the conversations regarding dog walkers and licenses.
- A Member (Hampstead Rugby Club) raised the significant health impact caused by dog waste, particularly for sport, noting a case of a young girl who needed to undergo leg amputation following a leg wound becoming infected from dog faeces. Members noted that it was impossible for walkers with a number of dogs to pick up after all of them. It was agreed

the serious health implications needed to be highlighted to all dog walkers and the number of dogs each person could walk at one time would need to be capped. The Superintendent confirmed that the licensing scheme would restrict the number of dogs being walked by commercial dog walkers; however, no decision would be taken in advance of engagement taking place.

- Members were concerned that dog walking companies would avoid licensing all of their walkers by simply swapping the dogs throughout the day.
- The Chairman thanked the Committee for their feedback and support to the approach being taken in relation to licencing commercial dog walkers.
- Regarding Divisional Plan Project 3.4, the Superintendent advised that a Play Strategy had been drafted and would be coming to the HHCC for discussion. The Superintendent highlighted the move towards natural play and use of natural materials (e.g. timber, hollowed wood) across the Heath's play facilities. This would help children transition from playing in the traditional facilities to the wider Heath.
- Members agreed that natural play was important, noting that fallen trees were hugely popular with children. A Member (Highgate Conservation Area Advisory Committee) noted that bright colours were not good for all children, particularly those suffering with hypersensitivity.
- In response to a query regarding how the Zoo Strategy would be implemented, the Operational Services Manager advised that a Project Board was set up to review and redevelop the Golders Hill Zoo. He noted that £10k would be invested annually into the project from the Superintendent's Local Risk Budget, and this would be further supplemented by money raised from filming at the site. The first project undertaken involved improvements to the donkey enclosure. In year two works would be focused on improvements to the deer paddock. The Chairman requested that the Committee receive regular updates on the ongoing project.

RECEIVED.

## 8.2 **Appendix 2 - Open Spaces Organised Sports Licence Application Form**

Members noted the draft Open Spaces Organised Sports Licence Application Procedure.

Members were advised that the licence application form covered sports activities that do not require formal facilities, e.g. pitches, courts or tracks. Licences for school sports days, charity matches, charity fun-runs, sponsored walks and runs, personal fitness training and group exercise classes would also be applied for via this form.

RECEIVED.

**9. FEES AND CHARGES 2019/20 & 2020/21**

Members considered a report of the Superintendent of Hampstead Heath regarding the proposed fees and charges for sports and services provided at Hampstead Heath, Highgate Wood & Queen's Park for 2019/20 and the proposed fees and charges for Weddings and Civil Ceremonies for 2020/21. The following points were made:

- The Superintendent advised that the sports fees and charges had been discussed with the Hampstead Heath Sports Advisory Forum on 10 September 2018. Feedback from the Forum, particularly in relation to Tennis Season Ticket charges, has been considered and is reflected in the proposals presented to Committee for discussion.
- It was noted that fees relating to Event Hire were included.
- A Member queried whether the proposed cost of day tickets for swimming were expensive for families on a low wage. The Chairman advised that the costs had been benchmarked against other similar public swimming venues in London. It was noted that concessions were available for low income families and was explained in the report.
- The Chairman highlighted that a monthly season ticket was available and would offer significant savings for those visiting the facility regularly over the summer season.
- In response to a query regarding swimming fees, the Chairman advised that a project to improve signage was currently underway. The Superintendent noted that online season tickets purchases and contactless payments options were in development, and it was hoped this would improve payment compliance and season ticket purchases dramatically.
- It was suggested that payment points be located next to the Lifeguards.
- A Member (Hampstead Garden Suburb Residents' Association) recommended indicating onsite how much is spent on the facilities as an encouragement to people to pay.
- Members were advised that the busy summer period had brought significant learning for the future.

**RESOLVED** - that:-

- The Hampstead Heath Consultative Committee, Highgate Wood Consultative Group and Queen's Park Consultative Group discuss the proposed fees and charges for 2019/20 and 2020/21, as set out in Appendix 1 of this report;

- The views of the Hampstead Heath Consultative Committee, Highgate Wood Consultative Group, and Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 28 November 2018.

10. **QUESTIONS**

There were three questions:

Draft Kentish Town Planning Framework

A Member (Dartmouth Park Conservation Area Advisory Committee) advised the Committee that Camden Council had prepared a draft planning framework for Kentish Town and encouraged Members to send their views to help shape the future of the area. It was noted that public consultation on the Draft Kentish Town Planning Framework would run until 7 December 2018. The Town Clerk agreed to circulate information to the Committee.

Graffiti on the Savernake Road bridge

The Chairman advised that a question was raised by a Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) in absentia regarding graffiti on the Savernake Road bridge. The Operational Services Manager explained that Camden Council were responsible for the bridge and that the area had been cleared up two years ago. However, an increase of graffiti in the area had occurred following the deaths of three local graffiti artists. The Operational Services Manager agreed to notify Camden Council and speak with Heath Hands to see if they could assist.

Harry Hallowes land

In response to a request for an update on the Harry Hallowes land, Members were advised that the new owner had been written to regarding his legal obligations to manage Japanese Knotweed weed. The Superintendent stated that the Committee would remain updated of any news regarding the land.

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

The Chairman thanked Heath Staff and volunteers for their hard work over the busy summer period and this was echoed by the Committee.

The Chairman advised Members that the Hampstead Heath, Highgate Wood and Queen's Park Committee Dinner would take place on 6 February 2019 at the Apothecaries' Hall and invites would be sent to Members in early December 2018.

12. **DATE OF NEXT MEETING**

The date of the next meeting on 11 February 2019 at 7.00pm was noted.

**The meeting ended at 9.00 pm**

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Chairman

**Contact Officer: Leanne Murphy**  
**[leanne.murphy@cityoflondon.gov.uk](mailto:leanne.murphy@cityoflondon.gov.uk)**

## HIGHGATE WOOD CONSULTATIVE GROUP Wednesday, 17 October 2018

Minutes of the meeting of the Highgate Wood Consultative Group held at Heathfield House, 432 Archway Road, N6 4JH on Wednesday, 17 October 2018 at 5.00 pm

### Present

#### Members:

Anne Fairweather (Deputy Chairman)  
Stephanie Beer (Muswell Hill & Fortis Green Association)  
Peter Corley (Tree Trust for Haringey)  
Michael Hammerson (Highgate Society)  
Councillor Bob Hare (London Borough of Haringey)  
Councillor Julia Ogiehor (London Borough of Haringey)

#### Officers:

Jonathan Meares - Highgate Wood, Conservation & Trees Manager  
Bob Warnock - Superintendent of Hampstead Heath  
Leanne Murphy - Town Clerks Department

#### 1. APOLOGIES

Apologies were received from Karina Dostalova, Deputy John Tomlinson, Jan Brooker (Therese Gray attended to represent the Highgate Conservation Area Advisory Committee), Lucy Roots and Alison Watson.

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

There were no declarations.

#### 3. MINUTES

**RESOLVED**, that the minutes of the meeting held on 18 April 2018 be approved.

### Matters Arising

#### Walking Guides

A Member queried if the walking guides covering Highgate Wood had been made available in the café. It was agreed that this would be followed up with the Chairman of the Highgate Society to check availability.

#### Ecology

A Member queried whether a student was approached regarding the preparation of a leaflet to go to Lancaster Road residents regarding hedgehogs. The Highgate Wood, Conservation & Trees Manager agreed to look into options.

#### Online Archive

In response to a question regarding creating an online archive of background documents on the City of London Corporation website, the Town Clerk agreed to write to the Corporate Affairs team to establish the scope for setting this up. The

Superintendent noted that some older documents were not accessible as they were in the wrong standard.

4. **ACTIONS SHEET**

The Committee noted the various outstanding actions and the updates provided thereon.

With regards to Action 8, it was noted that this was two actions: 1) to contact Highgate School regarding potential representation on the HWCG and 2) to contact the Highgate Society regarding their representation on the HWCG. The Town Clerk agreed to update the actions list and contact both.

In response to a query regarding Action 9 concerning the criteria for a school representative, the Superintendent advised that it was recommended that the representative came from a local school within walking distance of Highgate Wood.

5. **SUPERINTENDENTS UPDATE FOR OCTOBER 2018**

Members considered an update report of the Superintendent and the following points were made:

**Roman Kiln Project**

- The Highgate Wood, Conservation & Trees Manager advised Members that he had been working on this project with Friends of the Highgate Roman Kiln (FOHRK) and that an independent HLF Advisor had been commissioned to produce a report providing guidance on assembling a Heritage Lottery Fund (HLF) application.
- The Highgate Wood, Conservation & Trees Manager is working with the City Surveyors Department regarding preparing updated costs (revised budget for the project currently estimated at £150,000) as this will assist with the next bid.
- The Superintendent gave thanks to Heath Hands for their ongoing support and commitment to Highgate Wood.

**Tree disease and biosecurity issues**

- Members were advised that Oak Processionary Moth (OPM) was found in Highgate Wood on 11 June 2018 and a total of 71 nests were identified and removed from oak trees across the Wood.
- The Highgate Wood, Conservation & Trees Manager advised that it is anticipated that the number of nests will increase in 2019 in line with trends from other open spaces across London and that the Corporation were working with the Forestry Commission to deal with this. The Superintendent noted that natural control measures were being researched, e.g. a parasitic fly that stops the breeding stage of the moths.

## **RESOLVED –**

- Members to provide their views on the updated draft Woodland Management Plan, as detailed in appendix 1;
- Members provide their views and feedback on the Highgate Wood – Part 2 Site Specific Events Policy, and in particular in relation to table 1, as set out in appendix 4;
- That the views of the Highgate Wood Consultative Group be conveyed to the Hampstead Heath Highgate Wood & Queen’s Park Committee at their meeting on 28 November 2018.

### **5.1 Appendix 1 - Woodland Management Plan 2018**

Members noted the draft Woodland Management Plan 2018-2028 and the following points were made:

- Members were advised that changes to the plan had been made were made incorporating the feedback made at the last HWCG meeting.
- A Member noted that smaller earthwork had not been included as suggested at the previous meeting.
- Members agreed that a line regarding climate change was needed in the plan.

RECEIVED.

### **5.2 Appendix 2 - Conservation Management Plan - 5-year review**

Members noted the draft Conservation Management Plan 2013-2023 and the following points were made:

- Members were advised that the Conservation Management Plan (CMP) provided a strategy for management of Highgate Wood over 10 years. This was now being updated in line with the City of London Corporation’s Corporate Plan, the Open Spaces Department Business Plan and the Divisional Plan.
- It was noted that each policy had a number of sub policies. The green text with Achievements since 2013 identified that the priority had been achieved within the timescale; the black text were priorities that were no longer a priority (with some struck out completely) and red text indicated priorities that were still being worked on.
- With regards to “Friends of” Groups, a Member felt that indicating just Heath Hands would appear to just cover Hampstead Heath. It was suggested that the name be changed to Heath and Wood Hands which would be more inclusive and encourage recruitment from Highgate.

- A Member suggested approaching FORHK to support a wider remit of projects that did not only relate to this specific Group.
- Members discussed “Friends of” Groups. It was agreed they were useful despite having their own identity and agenda; however, Members felt that HWCG was the right setting for a balanced representation of ideas for Highgate Wood.
- Members agreed a school representative was needed on the HWCG. The Chairman recommended changing the wording referencing the HWCG in 3a to state that the Working Group was working to be more representative.
- Members discussed car park facilities and agreed that the current system worked well following changes, e.g. moving the post box and the system for dropping of supplies to the café to limit car use at the Wood. The Chairman felt that it needed to be made clear that accessibility at Highgate Wood had been properly reviewed and addressed.
- Members agreed that a completed column was needed with the table providing timescales under 10.5 instead of crossed out crosses. Members were advised that the focus of the table was on achievements and bringing them up-to-date.
- A Member noted that was 2.11 incorrect and needed updating.
- The Town Clerk agreed to circulate the correct section of the CMP document in colour for Members to review and provide additional written comments with a deadline of 10 November 2018.
- Members were thanked for their feedback and advised that the final CMP document would come to the next meeting.

RECEIVED.

### 5.3 **Appendix 3 - Open Spaces Departmental Events Policy (Part One)**

Members noted the Open Spaces Departmental Events Policy (Part One). Members were advised that the passing of the City of London Corporation (Open Spaces) Act 2018 had allowed the Corporation to develop a framework to guide its events on its Open Spaces.

It was noted that Part One had already been approved but provided the framework to prepare the site-specific Events Policy for Highgate Wood.

RECEIVED.

### 5.4 **Appendix 4 - Highgate Wood Site Specific Events Policy (Part 2)**

Members noted the draft Highgate Wood Site Specific Events Policy (Part Two) and the following points were made:

- It was noted that Highgate Wood hosted currently only a small number of events. However, the Superintendent was happy for community groups to think of events that would be suitable at Highgate Wood, e.g. jazz events at a café, sponsored walks, etc.
- Members discussed the different event locations which were separated into zones: Zone A – Sports Field and Zone B – Pavilion Café Garden. Members felt that Zone C was needed to cover activities in the wider parts of the Woods. It was noted that Zone C was mentioned on page 226 and Members agreed this needed expanding on page 222 with the other zone explanations.
- Members were advised that music events would need to obtain a music license from Haringey Council.
- The Superintendent drew Member's attention to the proposed Event Scale (Table 1 – page 224) and explained that medium and large sized events would come to the HHCG for consultation before being approved by the Management Committee.
- Members were advised that commercial events will be charged in accordance with the structure set out in Section 11.1. The charging policy would differ for community and charitable events which will be assessed to determine an appropriate reduction or waiver of charges.
- Members were advised that the events application form would be available online. Members felt that the form was very long and requested that it either be cut down or for different forms to be available depending on the size of the event (small, medium or large).
- It was noted that access was the biggest issue concerning events as no vehicle larger than a skip lorry would be able to access the site.
- A Member noted that large, loud events would cause a significant disturbance to the wildlife at the Wood.
- The Superintendent advised that Forest Schools were covered under this policy noting that local community schools would not be charged but anything with a commercial interest would incur a charge. He added that there would be a charge for storing equipment.

RECEIVED.

6. **TENDER OF THE HIGHGATE WOOD PAVILION CAFÉ**

Members considered a report of the Superintendent of Hampstead Heath concerning the tender of the Highgate Wood Pavilion Café and the following points were made:

- Members were advised that the Highgate Wood Pavilion Café is currently operated by Hoxton Beach on a Tenancy at Will basis which provided no security for both parties.
- It was noted that the City of London Corporation (Open Spaces) Act 2018 included powers to offer longer leases of up to 15 years, or 21 years in exceptional circumstances.
- The report proposed that the Corporation use the powers contained within the Open Spaces Act 2018 to offer a longer lease in order to secure financial investment in the café facility. The suggested length of lease offered was a period of seven years with suitable break clauses and the option to extend for an additional three years, dependent upon performance and service delivery.
- The Superintendent advised that the HWCG's involvement would be important to the shortlisting and evaluation process and suggested that some Members be invited to the interviews of potential providers.
- Members were cautious of large commercial operators obtaining the contract as there had been problems with a chain business in the past. The Superintendent explained that the tender process enabled bidders to demonstrate how their proposals would deliver against social, economic and environmental outcomes.
- The Superintendent noted that a longer contract would allow the provider to invest in the space; however, performance would also be monitored on a quarterly basis. Operators would be asked to explain what investment was planned and this would be linked to the lease.
- In response to a query regarding whether the new operator would inherit machinery, the Superintendent advised that the City of London Corporation now owned the ovens, fridges, etc, and would be subject to negotiation with the new provider if needed.
- A Member queried if priority on the contract would be given to local business/residents. The Superintendent noted that local knowledge would score well when shortlisting. He advised that a similar approach to the recent retendering of the café at Queen's Park would be taken and applications would be considered by 60% on quality and 40% on price.
- Members were concerned that large documents could potentially put-off smaller businesses from applying. The Superintendent advised that application process would be all web-based.
- A Member advised that the Council could populate the advert to local businesses.

- The Chairman advised Members that the deadline to provide any additional written comments was 10 November 2018.

**RESOLVED** – That:-

- Members give their views on the proposals to retender the Highgate Wood Pavilion Café as set out in para 6 – 14;
- The views of Highgate Wood Consultative Group will be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

**7. FEES AND CHARGES 2019/20 & 2020/21**

Members considered a report of the Superintendent of Hampstead Heath regarding the proposed fees and charges for a range of sports facilities and services provided at Hampstead Heath, Highgate Wood & Queen’s Park for 2019/20.

The Superintendent advised Members that prices had increased by the cost of living but there would be a 50% discount for blind cricket team and a 40% discount for juniors.

It was noted that a new section had been added which would cover charges incurred by events, e.g. water, electricity, etc, and this was linked to the Events Policy.

**RESOLVED** – That the views of the Hampstead Heath Consultative Committee, Highgate Wood Consultative Group, and Queen’s Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee at their 28 November 2018 meeting.

**8. QUESTIONS**

There were no questions.

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

There was no other business.

**10. DATE OF NEXT MEETING**

Members noted that the date of their next meeting would be on 3 April 2019. The Superintendent noted that the start time of the meeting might be changed from 4.00pm to 5.00pm and that Members would be notified well in advance of the meeting.

**The meeting ended at 6.37 pm**

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Chairman

**Contact Officer: Leanne Murphy**  
**[leanne.murphy@cityoflondon.gov.uk](mailto:leanne.murphy@cityoflondon.gov.uk)**

## QUEEN'S PARK CONSULTATIVE GROUP Wednesday, 31 October 2018

Minutes of the meeting of the Queen's Park Consultative Group held at Park Manager's Office, Queen's Park, London NW6 6SG on Wednesday, 31 October 2018 at 4.00 pm

### Present

#### Members:

Karina Dostalova (Chairman)  
Ruby Sayed  
Councillor Neil Nerva (London Borough of Brent)  
John Blandy (Queen's Park Area Residents' Association)  
Helen Durnford (Queen's Park Area Residents' Association)  
Giovanna Torrico (Friends of Salusbury School)

#### Officers:

Colin Buttery	-	Director of Open Spaces & Heritage
Bob Warnock	-	Superintendent of Hampstead Heath
Richard Gentry	-	Constabulary and Queen's Park Manager
Leanne Murphy	-	Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Anne Fairweather, Virginia Bonham Carter and Vicky Zentner.

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

There were none.

#### 3. MINUTES

**RESOLVED**, that the minutes of the meeting held on 24 April 2018 be approved.

#### 4. ACTIONS SHEET

Members noted the various outstanding actions and the updates provided thereon.

With regards to Action 1 concerning waste removal, Members were advised that there was an ongoing issue with the current service provided by the London Borough of Brent and their contractor Veolia, and this was in the process of being resolved. The Director noted that the City's Waste & Recycling contract was up for renewal in April 2019. The Director agreed to share details of the new contract with Officers so that consideration could be given to using the City's preferred contractor for future service provision.

Members were advised that Action 2 had not yet been completed as the water fountain in the Play Area had been vandalised. The Constabulary & Queen's Park Manager agreed to consider adding the locations to the map for the public when they were repaired.

With regards to Actions 6 and 7 concerning the draft Queen's Park Woodland Walk Management Plan, Members were advised that the Constabulary & Queen's Park Manager was working with a contractor and a report would come to the Group in March 2019.

All other actions had been completed or were covered on the agenda.

#### 5. **QUEEN'S PARK PUBLIC TOILET REDEVELOPMENT**

Members considered a report of the Superintendent of Hampstead Heath providing an update on the suggested designs and costs associated with the redevelopment or rebuilding of the Queen's Park Public Toilets adjacent to the Children's Play Area. The following points were made:

- The Chairman explained that cracks in the wall and floor had appeared after an inspection had been undertaken to price the original option to repair and redecorate the toilets. This resulted in Officers seeking assistance from the City Surveyor's Department to obtain designs and costs for the alternative option to rebuild the toilet facility.
- It was noted that point 11 in the report required updating to better reflect the background of the damage sustained and the timeline for progressing the Project.
- Members were concerned by the new project estimates were now five times more expensive when compared to the original approximate project estimate of £44k.
- The Chairman stated that Members needed to consider the two options of refurbishing the building which would make it fit for service or starting again with a new building which would take much longer. The Constabulary & Queen's Park Manager advised that he was engaging with The City Surveyor's Department in relation to both options and had met with members of the community to discuss the options. The feedback received was that Option 2a was the preferred option.
- A Member felt the building pre-dated 1980, as suggested in the report, and was more likely built in the 1960s.
- Members agreed that the cheapest option was not necessarily the best option and wanted to choose an option which would be an investment for the next 50 years. The Chairman requested that the City Surveyor's Department provide a comment on the expected lifespan of each option.
- A Member recommended starting again to create a building that was better fitting with the aesthetic of Queen's Park.

- It was noted that a higher footfall was now visiting the Park with the regeneration of the South Kilburn area and the Chairman queried if there was any funding available from the London Borough of Brent. Members were advised that co-funding Community Infrastructure Levy (CIL) funding was a possibility if the toilet were moved to an open side of the Park offering 24-hour access and to become a Changing Places facility. It was noted that the deadlines to apply for CIL funding were 31 December 2018 and 24 June 2019.
- It was noted that more families were now living in the area in properties without a garden. As further developments are completed, the number of people using Queen's Park will increase as it will likely be the nearest Open Space for many residents.
- The Superintendent advised that the costs were a realistic starting point based on estimates provided by the Architects and the exact figures would follow when the project went out to tender. Members were of the view that a new build was the best option and preferred Option 2. However, they were concerned by the high costs and queried if solar panels could be considered instead of the brown roof which were considered costly. A Member suggested that a move to future sustainability through solar panels would be supported by the Changing Places Project.
- The Chairman requested a project timeline to establish if a CIL funding application could be achieved by June 2019 was feasible.
- A Member did not feel that a 24-hour toilet facility would be a good idea as it could potentially encourage homeless people to make use of the facility after the park had closed and be used as a shelter and not a toilet facility.

**RESOLVED** - that:-

- Members provide feedback on the Queen's Park Public Toilet refurbishment and rebuild options 1a and 2a, and in particular, the recommendation for option 1a to be value engineered;
- That the views and comments of the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 28 November 2018.

**6. SUPERINTENDENT'S UPDATE**

Members considered an update report of the Superintendent and the following points were made:

**Projects and Programmes**

- Members were advised that an approach was made by a small group from the local community who have proposed the first-floor office space

in the Park be utilised as a community space. It was noted that this was an underused space.

- In response to a query regarding how the group found out about the space, Members were advised that they had spoken to the café operators and had subsequently contacted the Park Manager.
- The Chairman queried whether this was a commercial or charitable organisation. The Constabulary & Queen's Park Manager advised that it was a Social Enterprise.
- A Member advised that the space had previously been used to provide Park Keeper accommodation and did not feel it was a good idea to lose the space to a commercial organisation when staff might need it in the future. The Chairman clarified that it was not a forever proposal. The Superintendent explained that he had recently reviewed the number of residential lodges across the Division and 19 were being retained.
- A Member queried why the toilet project could not be funded by the recent sale of a residential property in the local area. The Superintendent advised that the proceeds of the sale had gone into a central fund and were not available to fund specific projects at Queen's Park.
- The Chairman stated that the office space was not currently needed by Staff and that the Park could benefit from the additional income. The Constabulary & Queen's Park Manager added that these were local residents who recognised that there was a perceived lack of local community space. The space above the café being used efficiently would be of benefit to the community.
- A Member noted that there was an accessibility concern for entering the space.
- The Superintendent stated that more work was needed to assess the best option for use of the space.

### **Ecology and Environment**

- The Constabulary & Queen's Park Manager sought Member's views regarding the removal of the metal railing surrounding the old oak tree, adjacent to Kingswood Avenue, which was pointed out during the walk before the meeting. It was recommended that the railing be removed, and a low-level post and rope barrier be installed with updated interpretation relating to the tree (option B). Members agreed this was the best option.

**RESOLVED** – That:-

- Members provide their views on the removal of a metal railing fence which surrounds an oak tree, as set out in paragraph 15;
- Members provide feedback on the proposed events for 2019, as set out in paragraph 30;
- Members views and feedback are sought in relation to the approval thresholds outlined in table 1 of the draft Policy, Appendix 2;
- That the view and comments of the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 28 November 2018.

7. **APPENDIX 1 - OPEN SPACES DEPARTMENTAL EVENTS POLICY ONE**

Members noted the draft Open Spaces Departmental Events Policy (Part One). Members were advised that the passing of the City of London Corporation (Open Spaces) Act 2018 required the City of London Corporation to develop Site Specific Events Policies to for each of its Open Spaces.

It was noted that Part One had already been approved but should be read in conjunction with the Queen's Park Site Specific Events Policy (Part Two).

RECEIVED.

8. **APPENDIX 2 - OPEN SPACES EVENTS POLICY PART TWO**

Members noted the draft Open Spaces Site Specific Events Policy (Part Two) and the following points were made:

- Members were advised that event locations are grouped into three broad zones with event applications to be considered based on an assessment of the suitability of the location, including the local character of the location, the potential impacts on the fabric of the site and on the experience of Queen's Park visitors and neighbours: Zone A - built facilities, Zone B - established activity areas and Zone C - wider areas).
- The Constabulary & Queen's Park Manager drew Member's attention to Table 1 setting out the proposed Event Scale. Members agreed that the duration of large events should be changed to up to three days as three-day events were not captured under large or major events.
- With regards to how decisions were made, Members were advised that they would be consulted on any event proposal requiring Committee approval. Additionally, the Superintendent may choose to consult the Group in relation to unusual or unprecedented event proposals falling into the medium or small categories, and that such consultation would likely be via email or post.
- The Director of Open Spaces advised Members that the new Events Policy would require applicants to provide plans in advance.

- The Chairman stated the need to understand the wider benefits of events being hosted at Queen's Park, as in most cases the Park only received a small fee. It was agreed that event details including the seven criteria to judge events against would be circulated to the Group via email for Member feedback.
- The Director of Open Spaces noted that just because an organisation was not for profit, this did not mean that they did not profit, e.g. cover of salaries, and that this should be taken into account when considering event applications.

RECEIVED.

9. **APPENDIX 3 - QUEEN'S PARK EVENT APPLICATION FORM 2019**

Members noted the draft Queen's Park Event Application Form.

RECEIVED.

10. **FEES AND CHARGES 2019/20 & 2020/21**

Members considered a report of the Superintendent regarding the proposed fees and charges for a range of sports facilities and services provided at Hampstead Heath, Highgate Wood & Queen's Park for 2019/20 and the proposed fees and charges for Weddings and Civil Ceremonies for 2020/21.

It was noted that fees relating to Event Hire were included.

In response to a question regarding personal fitness trainers and commercial dog walkers, the Superintendent advised Members that any charges would need to be carefully considered and consulted on in the first instance. It was agreed that work was needed to ensure the correct fee structure is implemented.

**RESOLVED** – That:-

- The Hampstead Heath Consultative Committee, Highgate Wood Consultative Group and Queen's Park Consultative Group discuss the proposed fees and charges for 2019/20 and 2020/21, as set out in Appendix 1 of this report;
- The views of the Hampstead Heath Consultative Committee, Highgate Wood Consultative Group, and Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their 28 November 2018 meeting.

11. **QUESTIONS**

There was one question:

Pitch and Putt area

The Chairman advised Members that an enquiry had been made by a member of the public for the Group to review the policy for dogs to remain off a leash in

the enclosed "Pitch and Putt" area at the centre of the Park in dedicated time slots (early morning and late afternoon).

Members felt that it was not necessary to amend the policy as owners could safely exercise dogs off the leash at Tiverton Green and favoured visitor's safe use of the Park over dogs.

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

The Chairman advised Members that the Hampstead Heath, Highgate Wood and Queen's Park Committee Dinner would take place on 6 February 2019 at the Apothecaries' Hall and invites would be sent to Members in early December 2018.

13. **DATE OF NEXT MEETING**

Members noted that the date of their next meeting would be on 27 March 2019 at 4.00pm.

**The meeting ended at 5.14 pm**

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Chairman

**Contact Officer: Leanne Murphy**  
**leanne.murphy@cityoflondon.gov.uk**

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Hampstead Heath, Highgate Wood and Queen's Park Committee

Actions Sheet

	Date	Action	Officer responsible	Progress Update
1.	21 February 2018	Identify a representative on the HHCC for those with a physical disability.	Chairman / Town Clerk	Update at Nov 2018 Meeting
2.	23 May 2018	A Q2 update of the 2018/19 Divisional Plan to be brought to the next Committee meeting.	Superintendent	Update at Nov 2018 Meeting
3.	5 Sept 2018	A report to come to the Committee detailing the costs and implications of OPM.	Director of Open Spaces	Update at future meeting
4.	5 Sept 2018	Circulate details to all Members regarding Queen's Park Day on 16 September 2018.	Town Clerk	Done
5.	5 Sept 2018	To discuss similarities between HH and Kenwood House re: planning events and payment options	Kenwood House General Manager / Superintendent	Update at Nov 2018 Meeting
6.	5 Sept 2018	A report on the events at Kenwood House to be brought to the next Committee meeting.	Kenwood House General Manager	Update at Nov 2018 Meeting

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<b>Committee(s)</b> Hampstead Heath, Highgate Wood & Queen's Park Committee	<b>Dated:</b> 28 November 2018
<b>Subject:</b> Annual Review of Terms of Reference	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Leanne Murphy, Town Clerk's Department	

## Summary

As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all Committees should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.

The proposed terms of reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee are attached at appendix A to this report for your consideration.

## Recommendations

It is recommended that:

- the terms of reference of the Committee, subject to any comments, be approved for submission to the Court in April 2018 as set out in the appendix; and
- any further changes in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

## Appendices

- Appendix – Court Order 2018/19 – Hampstead Heath, Highgate Wood and Queen's Park Committee

### Leanne Murphy

Committee and Member Services Officer  
Town Clerk's Department  
E: [Leanne.murphy@cityoflondon.gov.uk](mailto:Leanne.murphy@cityoflondon.gov.uk)

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BOWMAN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 19th April 2018, doth hereby appoint the following Committee until the first meeting of the Court in April, 2019.
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**HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE**

1. **Constitution**

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

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

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

2. **Quorum**

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

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

3. **Membership 2018/19**

- 3 (3) John Tomlinson, Deputy, *for three years*
- 4 (3) Michael Hudson
- 1 (1) Stuart John Fraser, C.B.E., *for two years*
- 1 (1) Mark Bostock, *for two years*
- 2 (2) Ruby Sayed
- 2 (2) William Upton
- 6 (1) Karina Dostalova
- 3 (1) Anne Helen Fairweather
- 1 (1) David John Bradshaw, Deputy

Together with the ex-officio Members referred to in paragraph 1 above, eight Members to be appointed this day and the following representatives from outside organisations:-

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

4. **Terms of Reference**

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

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

**Hampstead Heath**

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

**Highgate Wood & Queen's Park**

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

**Consultative Committees**

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

<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	28 November 2018
<b>Subject:</b> Superintendent's Update	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Bob Warnock – Open Spaces Department	

## Summary

This report provides an update to Members of the Hampstead Heath, Highgate Wood & Queen's Park Committee on management and operational activities across the Heath since September 2018.

## Recommendations

It is recommended that:

- Members approve the proposed Events Policy (Part Two) for Highgate Wood (Appendix 2).
- Members approve the proposed Events Policy (Part Two) for Queen's Park (Appendix 3).
- Members approve the proposed Heath events for 2019, as detailed in paragraph 23 (Appendix 4).
- Members provide feedback on the Sports Licencing Scheme (Appendix 5)
- Members approve the draft Highgate Wood Woodland Management Plan, as detailed in Appendix 6.
- Members to consider a programme of events to mark the 30<sup>th</sup> anniversary of the City of London Corporations custodianship of Hampstead Heath.

## Main Report

### Divisional Plan 2<sup>nd</sup> Quarter Update

1. The Divisional Plan second quarter update is attached at Appendix 1. A full review of the Divisional Plan to align with the Management Strategy will be completed and presented to this Committee in March 2019.
2. The Operational Services Manager will provide an update on the Annual Work Programme second quarter progress monitoring.

### Planning

3. The Superintendent will provide an update on the following planning applications:

- The Water House, Millfield Lane. 2017/3692/P
- Parliament Hill William Ellis School 2018/1270/P
- South Fairground Site
- North Fairground Site 2017/4346/P
- Jack Straws Castle 2017/2064/P
- 55 Fitzroy Park 2018/3672/P

### **Golders Hill Park Disabled Car Park**

4. The Superintendent will provide an update on a request to open the facility on weekends to facilitate Blue Badge holder parking. Currently the car park is open during the Park opening hours Monday to Friday.

### **Trees and Oak Processionary Moth**

5. Strong winds associated with storm Ali (19 September 2018) resulted in 12 branch failures and the loss of two trees.
6. OPM nests are still being found in oaks that are being worked on for safety, management & Veteran tree work. The Tree Team are now equipped to remove these remaining nests prior to commencing works. This impacts on their programme of works as the nest removal is particularly time consuming.
7. The Tree Team have completed a site meeting with colleagues at Richmond Park sharing OPM management experience over 2018, and also attended a series of Forestry Commission OPM Seminars and workshops.
8. The Tree Team have pollarded 10 willows & one declining horse chestnut at Kenwood Ladies' Pond.

### **Constabulary**

9. Over the summer months the Constabulary Team engaged proactively with members of the public and provided support to manage public behaviour issues such as unauthorised swimming and anti-social behaviour at the Lido.
10. The Constabulary have responded to 1,125 incidents between the 1 April 2018 and 30 September 2018.
11. They have been required to administer, or support colleagues to administer first aid on site on 21 occasions during this period.
12. 40 vulnerable missing persons have been reported, the Constabulary have assisted in the search and safe reuniting of these persons.
13. The Constabulary received reports of drones being used on five occasions.

14. Although no prosecutions have been carried out since the last meeting of this committee, the Constabulary Team have engaged with 849 people, handing them a formal warning.
15. With the support of Stewards, the Constabulary effectively managed a busy summer period at the Lido facility, on occasion having to deal with anti-social behaviour.

### **City Surveyors Cyclical Work Programme**

16. The Superintendent will provide an update on current projects.

### **Capital Projects**

#### East Heath Car Park (Divisional Plan Project 2.1)

17. The City Surveyor has secured Planning Consent from London Borough of Camden for the car park resurfacing. Tendering is underway, subject to affordability and consent, works are scheduled to commence in 2019.

#### Adventure Playground (Divisional Plan Project 3.10)

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

### **Swimming**

19. The Superintendent will provide an update on the swimming facilities.

### **Events**

#### Highgate Wood

20. To guide future events at Highgate Wood, a Part 2, Site Specific Events Policy has been prepared, see Appendix 2. Following consultation with the Highgate Wood Consultative Group, the Policy has been updated to reflect Members feedback. The Superintendent is seeking Members approval to implement the Policy.
21. Once approved the Policy will inform future usage of the site, including by Forest School groups. This activity has increased rapidly in the Wood over the last few years and staff are currently identifying other areas for activity groups to use to enable areas which have previously been used to be rested.

#### Queen's Park

22. To guide future events at Queen's Park, a Part 2, Site Specific Events Policy has been prepared, see Appendix 3. Following consultation with the Queen's Park Consultative Group, the Policy has been updated to reflect Members feedback. The Superintendent is seeking Members approval to implement the Policy.

#### Proposed 2019 Events Programme - Hampstead Heath

23. The Hampstead Heath Officer Events Group met on 17 October 2018 to review event applications received for 2019. Following this meeting Members views on the following Large and Major Events are being sought: -

- The Affordable Art Fair
- Race for Life
- Night of 10,000m Personal Bests

24. In accordance with the Hampstead Heath Events Policy Part Two, the Leisure and Events Manager has prepared a schedule of the proposed Major and Large events 2019 see Appendix 4 and seeks Members approval for these events to take place in 2019.

#### Update on recent events

25. The Leisure and Events Manager will provide an update on the recent visit by Zippos Circus and the London Youth Games and Greater London Cross Country Championships held on 17 November 2018.

### **Sports Activities on City of London Corporation Open Spaces**

26. The Open Spaces Department is currently consulting on a licensing scheme which applies to sports activities involving up to 500 participants and spectators with no or limited infrastructure requirements. This scheme sits alongside the Events Policy for Hampstead Heath. The Hampstead Heath Sports Advisory Forum and the Hampstead Heath Consultative Committee have been consulted and were supportive of the approach. Members views are sought on the licensing application as detailed at Appendix 5.

### **Highgate Wood**

27. The Highgate Wood Woodland Management Plan was presented to the HWCG in April 2018 and following their feedback and comments an updated version was presented to the HWCG in October 2018. Members were supportive of the Woodland Management Plan which is attached as Appendix 6. The Superintendent is seeking Members approval to implement the Plan.

28. The Friends of the Highgate Roman Kiln (FOHRK) are now focusing on a Vision statement which will be part of the HLF funding application. The Superintendent and the Highgate Wood Manager will be supporting FOHRK through the HLF process.

### **Weddings and Civil Ceremonies**

#### Hill Garden and Pergola

29. The sites continue to be a popular venue for weddings and civil ceremonies, with thirteen having taken place this year. Ceremonies have ranged from 25 to 120 guests and the feedback received by staff continues to be excellent. Eight ceremonies are currently booked for 2019.

#### Queen's Park

30. A ceremony has taken place this year and a further ceremony has been booked for 2019. The Park Manager has received excellent feedback from the couple

and hopes to increase the number of ceremonies as the site builds its reputation as a location for outdoor Wedding and Civil Ceremonies.

**Local Government Reorganisation (Hampstead Heath) Order 1989.**

31. On the 30 March 2019, the City of London Corporation marks 30 years as the custodian of Hampstead Heath. Several suggestions emerged from discussions with the Hampstead Heath Consultative Committee including a photographic display of some of the key achievements and milestones. A guided walk for the Court of Common Council has also been suggested, culminating at the Hill Garden and Pergola. Members are invited to share their views on a programme of events to mark this anniversary.

**Bob Warnock**

Superintendent of Hampstead Heath

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Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update	
<b>Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites</b>													
1.1	Review Hampstead Heath Management Plan	Review, development, consultation and final production of the Management Plan for Hampstead Heath embedded in a Management Framework for effective implementation	Hampstead Heath Community Vision	Oct-17	Hampstead Heath Management Plan actions being planned and implemented via Divisional Plan and AWP	Project & Management Support Officer	17/18 18/19	2007 HHMP, OSD BP Outcomes -A,B,C,D	Completed				
			Outcomes framework prepared	Apr-18					Completed				
			Hampstead Heath Management Plan to Committee for approval	Jun-18					Annual report submitted to Committee by June each year from 2019		Outline to HHCC 16/4/18	On track against milestones	The draft Management Strategy will be presented to Hampstead Heath Consultative Committee in October. This document forms part of the Management Framework. An online survey is currently live, seeking wider community feedback on the outcomes, priorities and commitments which form part of the Management Strategy.
1.2	Hampstead Heath Ponds Project Landscaping and vegetation establishment	Complete final phase of Hampstead Heath Ponds Project to achieve the project outcomes for flood risk, water quality, nature conservation and amenity	Planting, fencing and landscaping works completed (as per detailed plan)	Oct-17	On-going and cyclical works planned and resourced in the AWP (including monitoring)	Highgate Wood, Conservation & Trees Manager	17/18 18/19	NL1, NL5, NL20, HY3 Outcomes A , D	Completed			Relocated to Annual Work Programme (AWP)	
			Monitoring and evaluation programme developed.	Mar-18	On-going and cyclical works planned and resourced in the AWP (including monitoring)				On track against milestones			As above	
			Final report and project close	Mar-18	Annual reporting on AWP and service outcomes				On track against milestones			As above	
			Model Boating Pond access review	Mar-18	Committee approval				On track against milestones	Model Boating Pond report to HHCC	Completed	Agreed by Management Committee 5/9/18.	
1.3	Hampstead Heath Ponds & Wetlands Strategy	Develop a strategy for ponds, wetlands and environs to set out strategies and priority actions for achieving outcomes for hydrology, conservation and amenity values (including sediment management, water quality, landscaping)	Project plan completed	Apr-18	Plan and implement priority actions via the Divisional Plan, AWP and the CWP	Senior Ecologist	18/19 19/20	NL5, NL20, HY2, HY5 Outcomes A,D	On track against milestones	Outline framework report to HHCC 16/4/18			
			Undertake surveys and data collation to inform strategy in partnership with City Surveyors Department	Oct-18					Report on progress and outcomes annually			Project behind schedule	The strategic outline document was submitted to committee in April 2018, comments were included into the updated document. A specialist consultant will be engaged to develop the strategy which will then be brought back to committee. A revised date will be confirmed at the Q4 update.
			Committee approval of proposed strategy	Mar-19									
			Management Plans for specific ponds / chains prepared	Mar-20									
1.4	Continue to implement strategies that direct the management of Hampstead Heath, Highgate Wood, Keats House & Queen's Park	Implement, monitor & review priorities in the Queen's Park CMP, Highgate Wood CMP and Hampstead Heath Management Plan, Constabulary Plan, Keats House Forward Plan	Divisional Plan and AWP & Service Plans	Mar-18	Agreed actions delivered within agreed timeframes utilising available resources	Superintendent	18/19 19/20 20/21	OSD BP Outcomes A,D	Completed		Completed		
			Annual reports on progress prepared by Managers	Jun-19								Ongoing and plans continue to inform the Divisional Plan and AWP. Queen's Park 5 year review date, May 2019	
1.5	Highgate Wood CMP	Undertake mid-term review of the Highgate Wood CMP	Highgate Wood CMP informed by WMP	Apr-18	Actions planned & implemented via Divisional Plan, AWP and Forward Plan	Highgate Wood, Conservation & Trees Manager	18/19	HW CMP, OSD BP	On track against milestones			Draft submitted to HWCG for comments October 2018	
			Review completed	Dec-18							On track against milestones	Documentation will be updated to reflect the feedback received from HWCG in October 2018.	

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update
1.6	Veteran & Ancient Tree protection	Conserve Veteran & Ancient trees across all sites	Project plan prepared	Apr-18	Reduced limb or root plate failure of existing Veteran tree stock	Highgate Wood, Conservation & Trees Manager	18/19	NL13, NL17 Outcome A	On track against milestones		Completed	Relocated to Annual Work Plan AWP
			Schedule for condition survey of Veteran & Ancient trees completed and agreed	Apr-18	Priority actions embedded in the AWP.				On track against milestones		On track against milestones	70% of the planned management of Veteran Trees has taken place and 2 areas of surveying have been completed. A range of other management has also taken place, including, hedge planning under Veteran Oaks, removal of sycamore and holly in Veteran Oak lines and management of trees which could grow into veterans.
			Management statement for high priority Veteran & Ancient trees at Hampstead Heath completed	Apr-18	Annual report submitted to Committee by June each year				On track against milestones			As above
			Long term succession plan for Veteran & Ancient trees completed	Apr-19	Annual report submitted to Committee by June each year							As above
1.10	Keats House Community Infrastructure Levy Project	Keats House access and lighting improvements utilising CIL funding	Funding granted	Sep-17	Funding secured, improvements in place	Operational Services Manager	17/18 18/19		Completed		Completed	Meetings have taken place with Historic England, who support the project and have written to confirm this fact. This information will be submitted to Camden, as part of the planning process. There is likely to be a delay in the delivery of the project, and a revised timeline will be provided subject to planning consent. The Keats200 programme will provide momentum to develop this project.
			Plan and specification developed	Mar-18					Project behind schedule	Progressing pre-planning application with Camden.		
			Improvements delivered	Sep-18					Project behind schedule	Likely to be delivered Dec 18		
1.11	Improve security at vehicle entrances at Parliament Hill Fields and Golders Hill Park	Installation of automatic bollards at major vehicle access points, to improve public access and site security	Project outline and plans prepared	Apr-18	Bollards operational and providing improved access and security	Constabulary & Queen's Park Manager	18/19	Outcome D	On track against milestones	Discussion has begun with CS Dept.	Project on hold	This project has been placed in hold, subject to identifying funding.
			Funding identified	Apr-18					On track against milestones	Identified for City of London Priority Improvement Pot bid.		
			Works and equipment procured	May-18					Contractor assigned to deliver works	Project behind schedule		
			Bollards installed Project Delivered	Jul-18 Aug-18					Access control fully functioning			
1.12	Asset Management Plan (AMP) for Hampstead Heath	Develop an AMP in liaison with the City Surveyors Department to ensure effective use and management of buildings and structures across the Heath.  Apply template and approach to Queen's Park, Highgate Wood and Keats House.	Review of 2007 Plan aspirational goals for the Built Environment completed	Mar-18	Plan informs facilities maintenance & investment programme	Operational Services Manager	17/18 18/19	B1 to B16, E6 Outcomes A, B	On track against milestones	Progressing with CSD	Project behind schedule	The Asset Management Plan has been reviewed and submitted to the City Surveyor for further comment. A review meeting has been scheduled for October 2018. The documentation has been reviewed and changes will be submitted to The City Surveyor for agreement.
			Draft Plan	Mar-18	Plans implemented and improvements prioritised via the CWP				Project behind schedule	HH AMP is being piloted. Learning will be applied to HW, QP & KH.	Project behind schedule	
			Approved AMP	Jun-18							Project behind schedule	
1.13	Highgate Wood Roman Kiln Project	Working in partnership to develop a community led HLF bid to secure funding to return the Roman Kiln to Highgate Wood	Building Project Plan prepared to support HLF bid in 19/20	Oct-19	HLF bid submitted	Highgate Wood, Conservation & Trees Manager	19/20	HW CMP	On track against milestones	HWCG to be updated 18/4/18	On track against milestones	Friends of Highgate Wood Roman Kiln (FOHRK) are assembling a new HLF bid, supported by and HLF Advisor. This application will be submitted following a discussion the Director of Open Spaces to ensure maximum opportunity for success and avoiding competing bids for funding from the CoL.
		Reconfiguration of the information facility to house the Roman Kiln and new interpretation to support this project										

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update
<b>Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects</b>												
2.1	Resurface East Heath Car Park to address drainage and Health & Safety issues	Improved drainage and surface to meet safety standards and deliver a safe car park surface. Deliver proposals as agreed by HHHWQPC in 2016	Gateway 1-2 Approval to Proceed	Jan-17	Drainage and safety improvements achieved; agreed targets delivered to stakeholders and Committees; on-going maintenance liability of the car park reduced	Operational Services Manager	17/18 18/19	B1, B16 Outcomes A,C	Completed			
			Complete design specification	Jul-17					Completed			
			Gateway 3-4 Funding allocated	Dec-17					Completed			
			Interim report to Committee Gateway	Mar-18					On track against milestones	At design stage.	Project behind schedule	Design changes with regard to drainage were required, which delayed the project. Planning permission was granted in July 2018 and the project is now out to tender. A Capital Projects Gateway 3 evaluation report will be submitted. The project on track to be completed in April 2019.
			Construction Commencement	Jun-18								
Project Complete	Aug-18											
2.2	Waste Management improvements across all sites	Develop a long term waste management strategy including Improved collection and disposal service and waste reduction to reduce overall costs	Project plan prepared	Apr-18	Improved recycling outcomes; overall cost reduced by 20% by 2021	Highgate Wood, Conservation & Trees Manager	18/19 19/20 20/21	P3 Outcome D	On track against milestones		Project changed	This Project has been prioritised to commence implementation in April 2019. Work has progressed on signage, furniture (bin) design and operational issues are being addressed. The plan for the strategy has been developed and partnership working with the City's Department of the Built Environment and Camden's Environment team is taking place to progress this project.
			Feasibility and options appraisal report	Apr-19								
			Recommendations implemented	Apr-20								
2.3	Develop landscape improvement projects including design and accessibility standards for the Division	Schedule for landscape improvement projects as set out in the AWP, including design and accessibility Standards Guide for the Division	Schedule for 18/19 & 19/20 developed & plan agreed	Apr-18	Schedule in place and prioritised in AWP	Project & Management Support Officer	18/19 19/20	B8, B14, A2, A3, A4 Outcome C	Completed	2018/19 Landscape Improvement projects have been included in the AWP.		A range of landscape improvement projects have been carried out, which include; work at the Tumulus to improve the protection to the site and improve the fencing and path maintenance to improve accessibility and visual impact.
			Design standards developed and agreed	Apr-19	Design standards agreed and working effectively Annual reporting on AWP and service outcomes				On track against milestones.	Draft proposal for Highgate Men's pond presented to Swimming Forum 6/3/2018	On track against milestones	An Accessibility Access Audit has been completed at the Men's Pond, along with a topographical survey. The plans will be updated and further consultation carried out. Funding is to be identified.
2.4	Queen's Park Sandpit & Toilets (previously QP-PR9 - AWP)	Combine the location into a single Capital Improvement Project	Develop Gateway Report for approval process and consultation with QPCG	Jul-18	Consultation undertaken and Gateway Approval obtained	Queen's Park & Constabulary Manager	18/19 19/20		Project behind schedule	QPCG to be updated 24/4/2018. A capital bid is being considered. Through the Project Gateway process.	On track against milestones	Engagement and consultation has taken place with the Queen's Park Consultative Group (QPCG). The City Surveyor's Department have produced drawings and indicative costs. Two options will be presented to the QPCG in October 2018; refurbishment or rebuild. The views of the QPCG will be shared with the HHMC in November 2018.
<b>Departmental Objective 3: Enrich Experiences By Providing High Quality And Engaging, Visitor, Educational And Volunteering Opportunities</b>												
3.2	Develop volunteering opportunities across the Division	Create and enable increased opportunities for volunteering, to achieve a high quality and inclusive volunteering experience	Divisional Volunteering Working Group established	Oct-17	New volunteering opportunities across the Division implemented	Queen's Park & Constabulary Manager	17/18 18/19	OSD BP, A8 Outcome D	Completed	Group established	Completed	A Divisional Volunteering Improvement Group has been formed and meetings held. Representatives from Division sit on the Dept. Volunteering Improvement Group. Development of corporate volunteering opportunities in the Division is being progressed.
			Volunteering baseline data captured	Apr-18					On track against milestones	Meeting with newly appt. Dept Volunteer Coordinator to be held, establish data to be captured	Completed	Meeting has been held with the newly appointed Dept. Volunteer Co-ordinator.
			Action plan and targets developed	Jun-18							Completed	Relocated to AWP, as this will form part of an ongoing programme.
			Report on progress annually	Jul-18					Training delivered and support given to volunteer groups Volunteering targets achieved			On track against milestones

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update
3.3	Communications and Engagement Strategy	Development of a strategy and policy to provide clarity, improved ways of working and delivery of services	Develop a project plan for each strategy	Apr-18	Finalised project plans and resources committed	Leisure & Events Manager	18/19	A5, A6, E4, E7 Outcomes C,D	On track against milestones	Draft document due to be considered by Superintendent.	Project behind schedule	A draft has been produced and is being reviewed, with internal consultation with staff taking place.
			Final approval/strategy approved	Mar-19	Effectively embedded into our ways of working							
3.4	Develop a Play Strategy	Develop a play strategy which will enable effective direction of resources and support child learning and development through play	Play strategy in place for Hampstead Heath	Apr-18	Strategy informs facilities maintenance & investment programme	Leisure & Events Manager	18/19	OSD BP Outcomes B,C,D	Project behind schedule	Project lead to update project outline.	Project behind schedule	A draft has been produced and is being reviewed, with internal consultation with staff taking place. This strategy will be brought to committee.
			Schedule for investment in play facilities approved and reflected in the AWP	Sep-18	Enhanced play offer across Heath in accordance with the OSD Play Principles							
			Roll out strategy to Highgate Wood & Queen's Park, tailoring it to reflect local needs	Mar-19	Enhanced play offer at all sites							
			Rolled out to key staff and stakeholders	Mar-19	Staff trained and understand how their work contributes to achieving learning outcomes							
3.5	Develop the Events Strategy	Development of strategy and policy to provide clarity, improved ways of working and delivery of services	Final approval/strategy approved	Apr-18	Strategy informs events Management	Leisure & Events Manager	18/19	P8 Outcomes A,B,C,D	On track against milestones	Part 2, site specific report to HHCC 16/4/18	On track against milestones	The Events Policy Part 2 was approved on 5 September 2018 .Part 2 reports for Queen's Park and Highgate Wood were presented in October.
3.6	Develop Guiding Principles for Visitor Services across all sites	Review and develop engagement and strategies for the following: angling strategy; cycling strategy and code of conduct; responsible dog strategy and code of conduct	Develop a project plan for each strategy	Apr-18	Finalised project plans and resources committed	Queen's Park & Constabulary Manager	18/19	P4, P5, P6, P7 Outcomes A,B,C,D	Project behind schedule	Cycling - maintenance and waymarking of shared use paths report drafted for HHCC feedback 16/4/18	Project behind schedule	Cycling - maintenance and waymarking of shared use paths report was signed off and agreed by Committee July 2018. The works have been identified in the AWP.
			Stakeholder consultation	Sep-18	Engaged with representative sample of stakeholders							
			Consultation Completed	Nov-18	Met with representative sample of stakeholders							
			Draft strategies produced	Dec-18	Draft strategies presented for approval							
			Final approval/strategy approved	Mar-19	Embed in to a Divisional way of working							
			Report to Superintendent	Mar-19	Effectively embedded into our ways of working							
3.7	Review and redevelopment of the Golders Hill Park Zoo	Master plan and vision for the Zoo in order to make the facility sustainable and relevant improvements to be delivered in 3 stages over a 10 year period	Vision and principles for the Collection Plan approved	May-17	Plans in place, redevelopment completed	Operational Services Manager	17/18 18/19 19/20	P10 Outcomes A,B,C,D	Completed			Project relocated to AWP.
			Project Plan and stages approved	Oct-17								
			Redevelop donkey enclosure	Mar-18								
			Redevelop deer paddock	Mar-19								
			Redevelop Owl enclosure (create garden, alter Waders Avery, expanded quarantine housing)	Mar-20								
		Completed										
		On track against milestones	Works scheduled and comms in place	On track against milestones	Progress will be reported in the Superintendent's update.							

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update
3.8	Redevelopment of the Queen's Park Children's Farm	Master plan and vision for the Farm in order to inspire learning and engagement in the natural world	Vision and principles for the Farm Plan approved	Jul-17	Redevelopment successfully completed and reopened to the public. Report annually on outcomes for learning and engagement	Queen's Park & Constabulary Manager	17/18 18/19 19/20	QP CMP	Completed		On track against milestones	Project relocated to AWP.
			Project plan completed	Apr-18	Work programme in place to deliver redevelopment of farm				Completed	Update for QPCG 24/4/18	On track against milestones	QPCG will be updated in October 2018.
			Redevelopment implemented	Mar-19	Staff work plans deliver redevelopment of farm						On track against milestones	Redevelopment of the facility is being carried out by staff. Landscaping will be taking place in October 2018, as a Staff Group Project involving a range of staff from across the Division. This is on schedule to be completed for March 2019.
			Works completed	Mar-19	Farm open to public						On track against milestones	This is on schedule to be completed for March 2019.
			Project close and report to Superintendent	Apr-19	Annual report on visitor numbers, user engagement, user satisfaction							
3.9	Bench Dedication and Sponsorship Project	Complete an audit of benches and develop an integrated spatial database for benches. Provide a quality bench programme for Hampstead Heath that is self-funding. Apply policy and procedures across Queen's Park and Highgate Wood	Mapping of Hampstead Heath completed	Nov-16	Staff trained & confident to use & maintain database	Business Manager	17/18 18/19	B8 Outcomes B,D	Completed			Project relocated to AWP.
			Policy approved	Mar-18	Annual maintenance plans for benches incorporated into AWP				Completed	HHHWQPC approved policy - 21/2/18		
			Staff guidance for administering the bench scheme	Apr-18	Clear priorities for sponsorships set out in Support Services AWP				On track against milestones		Completed	
			Sponsorship database developed and maintained	Mar-18	Annual reporting on progress against agreed targets				Completed			
			Initiated campaign to update historical sponsorship records	Apr-18	Self-funding by 2020				On track against milestones		Completed	
			Commence project for Queen's Park and Highgate Wood	Apr-18	Database updated annually				Project behind schedule	Draft policy to go to HWCG and QPCG - October 2018.	Project behind schedule	This project will be prioritised in the 2019/20 Divisional Plan.
3.10	Develop the Adventure and Peggy Jay Centre playgrounds	Redevelopment of play areas at Peggy Jay Centre and Adventure Clubhouse	Corporate Gateway approval	Jan-17	Redevelopment completed	Learning Manager	17/18 18/19	B1, OSD BP Outcomes B,C,D	Completed		Completed	
			Community consultation and design finalised	Apr-18	Launch Learning Programme				On track against milestones	Design presentation 6/4/18. Funding to be prioritised from HH Local Risk Budget 18/19.	Project behind schedule	Consultation with users and young people took place in April 2018, and this has informed the design at the Adventure Playground. A design has been agreed, funding has been identified and procurement is planned to commence in October 2018.
			Works completed	Mar-19	Learning Programme objectives and targets met							
3.11	Review and update entrance signage across the Division	Renew signage in accordance with OSD standards	Agree style for each site	Apr-18	Quality information signs installed	Leisure & Events Manager	18/19 19/20	B14 Outcomes B,C	On track against milestones	D3 signs have been updated. Design for D2 in place.	On track against milestones	Draft designs for the artwork on the D1 Byelaw Boards is being reviewed by staff.
			Resources identified in partnership with City Surveyor Department	May-18						Funding to be prioritised from HH Local Risk Budget 18/19.	Project behind schedule	Discussions on-going with the City Surveyor regarding funding for the repair and maintenance of the Byelaw boards
			Installed on site	Mar-20								

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update
3.12	Develop the Hive	Work with City Surveyors Department to convert disused football changing room facility and adjoining outdoor space on Hampstead Heath to create an integrated educational facility and volunteer hub.  Corporate project approval was obtained in Jan 2017 based on recommendations in 2016 scoping report.	Complete review 2016 Scoping Report and options appraisal.	Mar-17		Projects & Management Support Officer	17/18 18/19	B1, B5	Project on hold	Project on hold pending completion of AMP links to Project 4.5. Provision of learning and volunteering facilities to be considered as part of wider audit of facilities.	Project changed	This project is closed. The building will be considered in the scope of a wider feasibility study for Parliament Hill in line with project 4.5.
3.13	Continuously develop the visitor experience at heritage attractions in terms of content, processes technology and customer service	Keats 200 celebration event	Events and activities for Keats anniversary	Apr-19	Visitor numbers and feedback	Principal Curator	19/20	City Culture Strategy	Project ahead of schedule	Principal Curator in post and updating Project Plan. Events to commence December 2018.	Project behind schedule	The programme for Keats200 is being developed and a report to obtain funds from the Keats House Charity reserves to fund a Project Officer will be presented to the City of London Corporation Culture, Heritage and Libraries Committee in December 2018.
3.14	Develop the Cultural Strategy	Development of strategy and policy to provide clarity, improved ways of working and delivery of services	Project Plan completed	Jul-18	Engaged with representative sample of stakeholders	Principal Curator	18/19	P8 Outcomes A,B,C,D	On track against milestones	New Principal Curator in post March 18	Project behind schedule	The Cultural Strategy is a priority for 2019/20, it will not be completed in 2018/19. the project plan will be updated to reflect the revised milestones.
			Final approval/strategy approved	Jul-18	Agreed by Committee							
<b>Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation</b>												
4.1	Develop our sports offer across Hampstead Heath, Highgate Wood & Queen's Park	Develop a plan to deliver a sports offer aligning with the OSD Sports & Physical activity framework which meets the needs of users, now and in the future. Review how facilities are managed and offered in order to ensure best value	Partnership agreements for data collection and monitoring	Mar-18	Data is captured in order to aid and support decisions and offer	Operational Services Manager	17/18 18/19	S1, OSD BP Outcomes A,B,C,D	On track against milestones	Track Forum established.	Completed	Data is being collected and will be of value in future decision making.
			Work with our partners to develop a project plan	Mar-18	Adopted by Partners				Project changed	A review of the priorities of the CoL Sports Improvement Board is to be undertaken.	Project changed	This project will be reviewed and re-prioritised as part of the 2019/20 Divisional Plan review, in order to align with the Management Strategy.
			Schedule for investment in sports facilities in partnership with City Surveyors Department	May-18	Plan informs facilities maintenance and investment programme						Completed	Improvements have taken place at a number of facilities including the Heath Extension and Parliament Hill Changing Rooms. Other areas for improvement have been identified in the CWP with the City Surveyor's Department.
			Final approval/strategy approved	Nov-18	Changes embedded and improvements prioritised via the CWP & AWP							

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update			
4.4	Introduction of longer leases for cafés and catering provisions across the Division	Subject to the successful introduction of the Open Spaces Bill, longer premises leases can be considered for catering provisions across the Division	Project Plan approved	Mar-20	New leases in place	Queen's Park & Constabulary Manager	19/20 20/21	Outcomes B,C,D	On track against milestones	City of London Corporation (Open Spaces) Act 2018 - Royal Assent received 15/3/18. Update the Terms of Reference for the HH Café Working Party	Completed	Café leases are in place and steps to consider longer leases going forward are being developed.			
			Review of potential sites which are appropriate for the provision of additional facilities for visitors	May-20	Facilities providing quality offer to customers						On track against milestones	A café consultation and tendering programme 2019 - 2021 is being developed. January 2019, the COLC will meet with the Café Working Party, the Terms of Reference will be reviewed and the development of a user engagement consultation process will begin.			
			Longer leases implemented	Jan-21	Improved income from tenants										
			Review completed	Mar-22	Monitoring service standards embedded into the AWP										
4.5	Develop a master plan for optimising facilities at Parliament Hill to deliver outcomes as set out in the Asset Management Plan.	Carry out a review of facilities and buildings linked to health, wellbeing and learning.	Project Plan approved	Apr-18	Plans developed and successful consultation carried out	Operational Services Manager	18/19 19/20 20/21	B1, B2, B10, B11, S5 (1.12) Outcomes A,B,C,D	Project behind schedule	This forms part of the wider Asset Management Plan - 1.12	Project behind schedule	Discussion are taking place with the City Surveyors Department to identify funding and confirm the scope for a feasibility study. No funding from the City of London Corporation's PIP has been made available for this project. The Chairman will be kept updated with regard to this project.			
			Feasibility study completed	Mar-19	Facilities developed to ensure best use of resources										
			Prepare schedule for development and implementation	Mar-20											
<b>Departmental Objective 5: Improve Service Efficiency And Workforce Satisfaction</b>															
5.1	Prepare for efficiency savings programme across the Division	Identify and develop efficiencies to achieve saving targets for 18/19  Identify and develop income generation strategy for future years	Plan for savings and delivery of services developed	Nov-17	Draft Original Budget agreed by Committee	Business Manager	17/18 18/19	OSD BP Outcome D	Completed			Revised estimates for 2018/19 are being prepared. The Draft Budget for 2019/20 will be completed by the end of October 2018.			
			Key opportunities identified and plans in place to deliver	Jun-18	Saving Plans developed							On track against milestones	Planning meetings taking place in March 2018.	On track against milestones	Plans for efficiencies over the next 5 years are being developed.
			Communication plan in place to ensure clear messages are shared with staff and stakeholders	Aug-18	Effective communication undertaken, saving delivered										Exceptional spend in relation to OPM is being presented to Finance Committee.
5.2	Make more effective use of IT and adopt 'smarter' ways of working across the Division	Maximise opportunities for web based bookings and 'End Point of Sale systems'  Trial use of Eventbrite to manage booking arrangements  Investigate opportunities to use an App based system to support the administration of filming activities	Assess and determine opportunity for on-line pitch bookings	Jul-18	Operational on-line sports booking systems	Queen's Park & Constabulary Manager	18/19	OSD BP Outcomes C,D	On track against milestones		Project behind schedule	This will form part of a wider Departmental project which the Open Spaces IT Business Partner is supporting. The City is developing its Customer Relationship Management System (CRM), Surestep, this application will allow the effective management of bookings. This will be a priority project for 2019/20.			
			Online bookings for events implemented and reviewed	Jul-18	More efficient management of events and sports offer							On track against milestones		Project behind schedule	As above
			App in place	Sep-18	Improve efficiency managing filming activities							On track against milestones		Project behind schedule	Investigations are taking place and a this is likely to be piloted on Hampstead Heath in the coming months. A further update will be provided a Q4.

Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links & Outcomes	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update
5.3	Embed Divisional Management Framework into ways of working	Develop a Divisional Plan, AWP and Project Plans to plan, deliver and report on achievements	Draft Divisional Plan	Oct-17	Priority projects and actions implemented effectively	Operational Services Manager	17/18	2007 HHMP Outcome D	Completed			Reporting on the Divisional Plan will take place at Q2 and Q4. The Divisional Plan will be reviewed and revised to align to the Management Strategy. This will be presented to the HHCC in February 2019 for discussion.
			Divisional Plan approved	Apr-18	Monitoring of progress and annual reporting embedded				On track against milestones	Q4 2017/18 status & progress update prepared for HHCC 16/4/2018, HWCG 18/4/2018 & QPCG 24/4/2018	On track against milestones	
5.5	Ensure the health and welfare of our skilled and motivated staff	Deliver a range of initiatives linked to the workforce, including: reviews and restructures, Workforce Plan and IIP Action Plans, training, succession planning, Wellbeing Strategy. Apprenticeship opportunities as part of the organisations commitment to the Government initiative.	Equalities reps in place across the Department and Equalities Board established	May-17	Equalities is embedded into the Division at all levels and in all activities.	Business Manager	17/18 18/19	OSD BP Outcome D	Completed	Departmental Equalities Board established.		The project has been relocated to the AWP.
			Apprenticeship Plan developed and agreed	May-17	Apprentices in post, developing effectively and adding value to Divisions across the department.				Completed			A further plan has been developed and the Department is in discussions to secure Apprentices on an on-going basis. There are also opportunities for current staff to pursue Higher Apprenticeships as part of their role, in order to support their development. Agreed Standards are being identified and a number of staff have already expressed interest in being considered for this training.
			Apprentices recruited and working successfully: 1st and 2nd cohort	Sept 17, 2nd co-hort Feb 18	Apprentices gain NVQ and go on to gain permanent employment as a result of the skills, knowledge and experience which they have gained				Completed	23 Apprentices approved and in post by April 2018.		The Apprentices are progressing, and some are likely to be considered for progression from Level 2 to Level 3.
			Deliver actions within the Workforce and IIP plans - within their identified timelines	Jun-17	Increasing levels of staff satisfaction and motivation.				Completed	Awaiting Corporate update and information on 2018 review.		Awaiting Corporate Update.
			Departmental learning programme developed & training planned.	Jul-18	Appropriately skilled workforce, able to deliver effectively and provide high standards of service. Staff working effectively with volunteers to provide a range of opportunities.						Completed	A training programme is in place focussing on skills development, health and safety and CPD.
			Workforce survey led by the Culture Board carried out and action plan developed	Dec-18	Culture change and actions resulting from the survey delivered, ensuring that there is an adaptable and motivated workforce, who feel empowered and valued				On track against milestones	Survey in development and will be delivered by July 2018.	On track against milestones	An Open Spaces Staff Survey has been completed. The results are being analysed and will be shared with staff later in October. An Action Plan is also being developed. A Corporate Staff Survey is also currently taking place.

Key	
Asset Management Plan	AMP
Annual Work Programme	AWP
Community Infrastructure Levy	CIL
Conservation Management Plan	CMP
Cyclical Work Programme (City Surveyors Department)	CWP
Hampstead Heath, Highgate Wood & Queen's Park Committee	HHHWQPC
2007 Hampstead Heath Management Plan	HHMP
Heritage Lottery Fund	HLF
Health & Safety	H&S
Highgate Wood Conservation Management Plan	HW CMP
Investors In People	IiP
Key Performance Indicators	KPI's
National Vocational Qualification	NVQ
Open Spaces Department	OSD
Open Spaces Department Business	OSD BP
Queen's Park Conservation Management Plan	QP CMP
Woodland Management Plan	WMP

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Open  
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# Open Spaces Departmental Events Policy PART TWO: Highgate Wood

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# Contents

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Policy Statement.....	3
Introduction .....	4
Legislative background .....	4
Event Locations.....	5
Timing and Frequency .....	6
Local Authority Approvals .....	7
Local Officer Event Group.....	7
How we make decisions .....	7
Applications timescale .....	8
Application Form .....	9
Site Terms and Conditions of Hire .....	9
Review.....	10
Site Specific Location Plan .....	11
Appendices.....	13

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# 1. Policy Statement

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This Site-specific policy (Policy) should be read with the City of London Open Spaces Departmental Events Policy (Part One) which applies to all Open Spaces managed by the City of London.

This Policy provides guidance for completing an application to hold events at Highgate Wood. Highgate Wood is a Charitable Trust (Registered Charity Number 232986).

This Policy has been approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee in consultation with the Highgate Wood Consultative Group.

This Policy provides a framework to make decisions about events at Highgate Wood including to:

- Meet the specific requirements of the City of London Corporation (Open Spaces) Act 2018.
- Meet the statutory obligations and charitable trust objectives to preserve Highgate Wood and to provide recreation and enjoyment.
- Facilitate events that are safe, and which are appropriate to the character of Highgate Wood.
- Assist event organisers in understanding the process for event applications and criteria for a licence being granted or refused.
- Provide a fee structure for charges that may apply to event applications.

## Scope

This Policy applies to all events in Highgate Wood where the permission or assistance of the City of London is required to facilitate it.

Events covered by this policy include:

- Activities that include the setting aside of a particular area of Highgate Wood.
- Events and activities that occur over a wider course or more than one location; for example, cross-country running competitions.
- Activities that require access to additional services or infrastructure, or that may interfere with other visitors or go beyond ordinary recreational use.

The following events and activities are dealt with under separate arrangements:

- Sports activities at dedicated sporting facilities and/or with limited infrastructure requirements involving fewer than 500 people, or covered by other licensing arrangements; for example, personal training group exercise classes.
- Filming and photography – requests should be completed on the filming application form.

## 2. Introduction

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Highgate Wood is an Ancient Woodland site, and is therefore not suitable for large events, nor is there a tradition of public events. A community based event is held on the site every year in early September organised by the City of London. Other than this annual event there are a small number of licenced activities and educational walks.

There are three types of events at Highgate Wood:

- Charity and community events run by a not-for-profit organisation, or by a community group for the benefit of the community.
- Commercial events run by profit making organisations.
- Free events organised by City of London such as the Highgate Wood Heritage Community day.

## 3. Legislative background

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Highgate Wood and Queen's Park share the same legislation, the Highgate and Kilburn Open Spaces Act 1886.

### 3.1 Highgate Wood legislative framework

The City of London has powers and duties under various Acts of Parliament to manage Highgate Wood, protect it as a public open space and host certain types of events. The provisions that are most relevant to this Policy are summarised below.

#### Highgate and Kilburn Open Spaces Act 1886

The foundation legislation is the Highgate and Kilburn Open Spaces Act 1886. Under this Act the City of London:

- Must maintain and preserve Highgate Wood as a public park or open space for the perpetual use of the public for exercise and recreation.
- Must take all necessary steps to protect the trees pollards shrubs underwood heather gorse turf and herbage.

### 3.2 City of London Corporation (Open Spaces) Act 2018

As set out in Part One of the City of London Departmental Open Spaces Events Policy, the City of London has recently acquired additional statutory powers to hold events at various open spaces, including Queen's Park, under section 7 of the City of London Corporation (Open Spaces) Act 2018. Under this section an "event" means a ceremony, celebration, entertainment or similar occasion, or a conference, an exhibition or the making of a film.

The City of London may:

- Temporarily use or permit others to use land (including buildings) forming part of Highgate Wood for the purposes of an event.
- Provide, or arrange for another person to provide, equipment, facilities or services for the purposes of an event.

- So far as appears necessary in connection with an event, restrict or authorise others to restrict access temporarily to an area forming part of Queen's Park.
- Charge for the use of part of Highgate Wood, or the provision of services, etc. and charge for, or authorise others to charge for, admission to areas with restricted access.

In the exercise of these powers the City of London must prepare an events policy, which has been produced in consultation with the Highgate Wood Consultative Group.

This events policy must, in particular, include the following requirements:

- In deciding whether, and on what terms, to permit an event the City of London must have regard to the character and local environment of Highgate Wood (or the part of Highgate Wood in which the event is to take place).
- Such an event (whether individually or taken together with other events) must not cause material injury to the amenity of Highgate Wood or significant impairment to the public enjoyment of Highgate Wood.
- The locations in Highgate Wood to which events are confined must be specified.
- The frequency and duration of events in Highgate Wood must be limited.

### **3.3 Other statutory provisions**

Although, an events policy is only required for events held under the provisions of the City of London Corporation (Open Spaces) Act 2018, for ease of use and consistency, the guidance in this Policy has been produced to cover all relevant events at Highgate Wood, irrespective of which statutory enabling power is being relied upon.

These include provisions under:

- Section 76 of the Public Health Acts Amendment Act 1907
- Section 19 of the Local Government (Miscellaneous Provisions) Act 1976

Further information about the legislative framework is provided in Appendix 1.

### **3.4 Bylaws**

Regard must also be had to the byelaws that apply in Highgate Wood which can be found at [www.cityoflondon.gov.uk/highgate](http://www.cityoflondon.gov.uk/highgate).

## **4. Event Locations**

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Refer to the Schedule of Locations as presented in the map (Appendix 2).

Event locations are grouped into three zones. Event applications will be considered based on an assessment of the suitability of a location, including the local character of the location, the potential impacts on the fabric of the site and on the experience of Highgate Wood visitors and neighbours.

### **Zone A: Sports Field**

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## **Zone B: Pavilion Café Garden**

## **Zone C: Woodland area**

Event applications will be carefully considered in consultation with specialist Officers to define conditions to ensure any potential impacts on the fabric of the site are minimised including measures to protect natural and heritage values, for example, the protection of tree root zones from soil compaction. The preparation of a condition report before and after the event may also be stipulated.

Based on the above assessment, an environmental impact fee may be applied to ensure the natural and heritage values are protected.

## **5. Timing and Frequency**

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In considering applications for events at Highgate Wood, the Open Spaces Events Policy (Part One) requires that this Policy includes restrictions on the location, duration and timing of events.

For the purposes of this Policy, events at Highgate Wood are ranked according to the number of people attending and the duration of the event as set out in Table 1 in Section 9.

### **Duration**

Events located within Zone A will be limited to a maximum duration of two days including time for setup and break down and will be strictly controlled to minimise disruption to Highgate Wood visitors.

### **Timing and frequency**

The number of weekends when more than one large or major event is scheduled shall be minimised to reduce the impacts on visitors, and impact on woodland environment and wildlife.

### **Visitor impacts**

Event applications will be required to set out how potential impacts on visitors, neighbours and the woodland environment will be minimised. This should include litter, noise, lighting and vehicle movements to ensure the event is in keeping with the local character of Highgate Wood.

### **Exclusions**

Events will be excluded from areas of high conservation value, or ecological sensitivity. Temporary and seasonal restrictions on specific areas will be enforced; for example, minimising disturbance during the bird nesting season.

### **Extent and infrastructure**

Events that require significant infrastructure will not be considered in Highgate Wood due to access restrictions and impact on the natural environment and wildlife.

Events, such as Sponsored Walks, will be limited to surface paths and any associated small scale infrastructure will be limited to Zone A.

## 6. Local Authority Approvals

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A Temporary Event Notice and other permissions and licences may be required from the Local Authority. Applicants are responsible for making enquiries to the following authorities as applicable:

- London Borough of Haringey

## 7. Local Officer Event Group

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The Highgate Wood, Conservation & Trees Manager, the Leisure & Events Manager and the Operational Services Manager form the Officer Event Group which will meet monthly to consider event applications and make recommendations to the Superintendent. The Superintendent will direct the Officer Event Group recommendation to the appropriate approval pathway in accordance with the procedure described in Section 8. Other Officers and/or specialists may provide advice as appropriate to the type of event, Event Zone and potential impacts of the proposed event.

## 8. How we make decisions

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Proposals for events will be assessed by the Officer Event Group and referred to the Superintendent and/or Consultative Group, as appropriate, in accordance with the thresholds described in Table 1. The Superintendent may choose to refer any medium or smaller event proposal to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision, for example where the proposal is unprecedented or unusual.

The Highgate Wood Consultative Group will automatically be consulted on any event proposal that is referred to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision. The Superintendent may also choose to consult the Highgate Wood Consultative Group on medium and smaller events. Such consultation may be by email or post.

### 8.1 Criteria for events at

When considering an event application, we will consider how effectively the proposal aligns with the following criteria:

- Aligns with the Highgate Wood Conservation Management Plan and Woodland Management.
- Is appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts One and Two.
- Is high quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event.
- Is sustainable and based on a strong business case.
- Offers quality and memorable experiences for visitors and participants that connect people with Highgate Wood and the local community.

- Identifies and delivers added value for social inclusion.
- Promotes values of shared stewardship and collective responsibility.

The performance of the event organiser throughout the event planning stages and delivery will be monitored and reviewed. This performance will be considered when assessing future event applications.

## 9. Applications timescale

Events are ranked according to their scale as set out in Table 1. Scale considers the size of the event in terms of the number of people attending on any one day and the duration of the event (including time for set-up and break-down). Where the anticipated attendance and duration fall within different event scales in Table 1 the applicable scale is the larger of the two.

This ranking enables the assessment of suitability of events for the range of locations listed in the Schedule of Locations. The scale of an event also informs the conditions and any restrictions that may be applicable and the calculation of the cost of services that are to be provided.

Event applications must be received within the lead-in time stipulated in Table 1. Should applications not be received within these lead-in times, event applications may be declined.

**Table 1: Event Scale (proposed)**

<b>Event Scale</b>	<b>Daily anticipated attendance</b>	<b>Duration including set-up and break-down</b>	<b>Approval</b>	<b>Minimum period for receipt of application prior to proposed event date</b>	<b>Application Deadline</b>
Minor	1 – 50	Up to a day	Superintendent	3 weeks	None - rolling application process
Small	51 – 100	Up to a day	Superintendent	8 weeks	None - rolling application process
Medium	100 - 500	Up to 2 days	HHHWQP Committee	4 months	None - rolling application process
Large	501-1000	Up to 2 days	HHHWQP Committee	6 months	1 February 1 September

## 10. Application Form

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An application for events at Highgate Wood can be located at Appendix 2.

## 11. Site Terms and Conditions of Hire

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The types of charges applicable will be determined in accordance with the charging policy set out in Section 11.1. The rates charged will be in accordance with the Highgate Wood Schedule of Fees and Charges which is revised and approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee annually.

### **Commercial events**

Commercial events will be charged in accordance with the structure set out in Section 11.1.

### **Community and charitable events**

The City of London proudly supports community and charitable events at Highgate Wood. Charity and community events will be assessed to determine an appropriate reduction or waiver of charges. Generally, the Hire Charge will be waived for community events. Additional discretionary discounts may be applied.

### **11.1 Charging Policy**

**Application fee:** A non-refundable application charge will apply for all event applications to cover the administrative costs of determining event applications.

**Remediation deposit:** A remediation deposit may be required, in advance, for each event. The type and size of the event and consideration of any potential remediation works will be relevant to the deposit required. The deposit will be used to fund any remediation works required and any additional costs incurred by the City of London for which the event organiser did not pay a charge.

The cost of any remediation works will be deducted from the deposit before it is returned. Should the deposit not be sufficient to pay for the remediation works and related additional costs incurred by the City of London, the event organisers will remain liable for the same.

**Hire charge:** A hire charge may be applied to events to reflect the value of hiring this unique outdoor space to event organisers. Days associated with set-up and break-down in addition to the duration on the event will be charged for to offset the loss of amenity for that period.

A holding deposit is included within the hire charge to secure an event location on a specific day. Late cancellation may result in the forfeit of this deposit.

**Service charge:** Where services are provided by City of London to support events, the cost of those services will be borne by the event organiser. Rates for services that require staff time or equipment and other services, such as waste disposal, will

be based on full cost recovery, as set out in the annual Highgate Wood Schedule of Fees and Charges.

**Environmental impact:** This is an upfront charge for **minor** events that are likely to have a non-permanent environmental impact. Generally, this charge will be applied to events in Location Zone C.

**Donation:** Event organisers may wish to make additional voluntary contributions to the Highgate Wood registered charity (Number 232986) to support the cost of managing Highgate Wood.

### Cancellation

The Open Spaces Events Policy Part One sets out the Cancellation Policy. Cancellation periods are specified below.

**Table 2: Event cancellation period**

Scale	Total anticipated attendance	Notice given for Cancellation	Refund
Minor	1 – 50	Any period	Full refund*
Small	51 – 100	At least 4 weeks	Full refund*
		Less than 4 weeks	Minus 25% of deposit
Medium	101 – 500	At least 2 months	Full refund*
		Less than 2 months	Minus 25% of deposit*
Large	501 - 1000	At least 2 months	Full refund*
		Less than 2 months	Minus 25% of deposit*

\*minus application fee and City of London expenses

## 12. Review

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A review of this policy will be undertaken at least every three years as set out in the Open Spaces Events Policy Part One. The Superintendent can request a review within that period as appropriate.

The revised policy will be submitted for consideration by the Highgate Wood Consultative Group and approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee.

# 13. Site Specific Location Plan



# 14. Appendices

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## Appendix 1 – Legislative Framework

### Highgate Wood legislative framework

The City of London has powers and duties under various Acts of Parliament to manage Highgate Wood, protect it as a public open space and host certain types of events. The provisions that are most relevant to this Policy are summarised below.

Under the Highgate and Kilburn Open Spaces Act 1886 the City of London:

- Must maintain and preserve Highgate Wood as a public park or open space for the perpetual use of the public for exercise and recreation.
- Must take all necessary steps to protect the trees pollards shrubs underwood heather gorse turf and herbage.

Under section 76 of the Public Health Acts Amendment Act 1907 (as amended by section 56 of the Public Health Act 1925 and applied to Highgate Wood by section 4 of the City of London (Various Powers) Act 1933) the City of London may:

- Set apart any part of Highgate Wood as may be described in a notice board in some conspicuous position for the purpose of any game or recreation, charge reasonable sums for its use and exclude the public from the part set apart while it is in actual use for that purpose.
- Provide any apparatus for games and recreations, and charge for their use, or let the right of providing any such apparatus to any person for up to three years.
- Place, or authorise any person to place, seating in Highgate Wood and charge for, or authorise any person to charge for, its use.
- Provide and maintain pavilions or other buildings and conveniences and to charge for admission.
- Provide and maintain refreshment rooms in Highgate Wood, and either manage them themselves or let them to any person for up to three years.

Under section 19 of the Local Government (Miscellaneous Provisions) Act 1976 the City of London may:

- Provide such sporting and recreational facilities, whether indoor or outdoor, as it thinks fit.
- Provide premises for the use of clubs or societies having athletic, social or recreational objects.
- Provide such facilities in connection with recreational facilities as it considers appropriate including buildings, equipment, supplies and assistance of any kind, parking spaces and places at which refreshments may be bought from the City of London or another person.
- Contribute towards the expenses incurred by any voluntary (not for profit) organisation or local authority in providing recreational facilities.

As set out in Part One of the City of London Departmental Open Spaces Events Policy, the City of London has recently acquired additional statutory powers to hold events at various open spaces, including Highgate Wood, under section 7 of the City of London Corporation (Open Spaces) Act 2018. Under this section an “event” means a ceremony, celebration, entertainment or similar occasion, or a conference, an exhibition or the making of a film.

The City of London may:

- Temporarily use or permit others to use land (including buildings) forming part of Highgate Wood for the purposes of an event.
- Provide, or arrange for another person to provide, equipment, facilities or services for the purposes of an event.
- So far as appears necessary in connection with an event, restrict or authorise others to restrict access temporarily to an area forming part of Highgate Wood.
- Charge for the use of part of Highgate Wood, or the provision of services, etc. and charge for, or authorise others to charge for, admission to areas with restricted access.

The City of London must exercise these powers having regard to an events policy prepared in consultation with such persons or bodies as it thinks appropriate. At Highgate Wood this consultation has included the Highgate Wood Consultative Group.

This events policy must, in particular, include the following requirements:

- In deciding whether, and on what terms, to permit an event under this section the City of London must have regard to the character and local environment of Highgate Wood (or the part of Highgate Wood in which the event is to take place).
- Such an event (whether individually or taken together with other events) must not cause material injury to the amenity of Highgate Wood or significant impairment to the public enjoyment of Highgate Wood.
- The locations in Highgate Wood to which events are confined must be specified.
- The frequency and duration of events in Highgate Wood must be limited.

Although, an events policy is only required for events held under the provisions of the City of London Corporation (Open Spaces) Act 2018, for ease of use and consistency, the guidance in this Policy has been produced to cover all relevant events at Highgate Wood, irrespective of which statutory enabling power is being relied upon.

## Appendix 2 – Highgate Wood Even Application Form



# Highgate Wood

Registered Charity

## Event Application Form 2019

Dear Applicant

Thank you for your interest in Highgate Wood as a location for your forthcoming event.

Please refer to The City of London Open Spaces Department Events Policy Part One & Two when completing this form.

If you have any questions relating to your application, please contact us on 020 7332 3322.

Please return this form together with your supporting documentation, by post, email or fax, to:

Post: City of London (Highgate Wood)  
Licence Applications  
Heathfield House  
432 Archway Road  
London, N6 4JH

Email: [hampstead.heath@cityoflondon.gov.uk](mailto:hampstead.heath@cityoflondon.gov.uk)

Fax: 020 8348 1677



**4. Details of your proposed event**

Please state the **exact** dates of your event:

i) Date and time the event opens to the public:

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ii) Number of days required **before** this date for setting up (including arrival time on site):

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iii) Date and time the event closes to the public:

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iv) Number of days **after** this date for dismantling (please give on-site start and finish times):

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**5. Approximate number of people expected to attend your event**

i) Participants:

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ii) Adults:

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iii) Children under 16:

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v) Spectators:

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Any additional information:

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**6. The Applicant**

Full name, address and contact details of the **applicant** (Please use **BLOCK** capitals):

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Full name, address and contact details of **second** contact (Please use **BLOCK** capitals):

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**7. Applying on behalf of an organisation**

If you are applying on behalf of an organisation, please state the name and the address of the organisation:

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Nature of organisation (please tick relevant box):

- Registered Charity
- Not for profit constituted organisation
- Individual
- Commercial company

**Your** capacity within the organisation:

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**and**, the capacity within the organisation of the **second** contact:

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## 8. Commercial Traders

Do you intend to invite any commercial traders i.e. food vendors, fairground rides, climbing apparatus?

Yes  No  (please tick relevant box)

If yes, please provide details of all such traders including names, addresses and contact numbers for the individuals or organisations providing such attractions.

Company 1:

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Company 2:

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Company 3:

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Company 4:

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Company 5:

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You **must** obtain the City of London's consent for any additions and alterations to this list. Please note that it is at the discretion of the City of London as to whether traders etc. will be permitted as part of the event.

To ensure the safety of those attending the event an Environmental Health Officer may inspect any equipment brought onto the site by yourself or a commercial trader.

They will also examine any associated documentation e.g. fire and test certificates, your Risk Assessments and the suitability of training provided to equipment operators.

### 9. Fund raising

If you are fund-raising, please include the name of charity/fundraising project and full details of beneficiary of proceeds. Name all beneficiaries if there are more than one. Will all income raised go to the charity/project named above? If no, please provide details: (proof may be required)

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### 10. Will your event include music, films, dancing or live entertainment?

#### Music

Yes  No  (please tick relevant box)

If yes, is it: Recorded  Live amplified  Live acoustic  Other

Please give details:

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Volume levels must not exceed 65 decibels at the nearest residence, or between Monday and Friday at the nearest place of work.

The Officer Event Group will be able to assist you in determining a level appropriate for your equipment and your event.

Films

Yes  No  (please tick relevant box)

Please give details:

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Dancing

Yes  No  (please tick relevant box)

Please give details:

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Live Entertainment

Yes  No  (please tick relevant box)

Please give details:

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**11. Will your event include alcohol and Catering?**

Alcohol

Yes  No  (please tick relevant box)

Please give details:

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Catering

Yes  No  (please tick relevant box)

Please give details:

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**12. Will your event include animals?**

Yes  No  (please tick relevant box)

If yes, please give details:

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**13. Will you be using a Public-Address System?**

Yes  No  (please tick relevant box)

Please give details:

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**14. Will your event require an electricity supply?**

Yes  No  (please tick relevant box)

If yes, will you generate your own or is a City of London mains supply required (if feasible)?

We will generate our own\*  We will require a supply from the City of London  \*\*

\* Organisers are required to consider the switch to cleaner technologies as well as ensuring Non-Road Mobile Machinery is compatible with the Stage V emission standards.

\*\* This is available at an additional cost and **must** be provided by a City of London approved electrician. Under no circumstances must any attempt be made to make a connection to any electricity supply by you or any person associated with your event.

**15. Will your event require a water supply?**

Yes  No  (please tick relevant box)

If yes, will you provide water or is a City of London mains water supply required (if this is feasible)?

We will generate our own  We will require a supply from the City of London  \*

\* This is available at an additional cost. Under no circumstances must any attempt be made to make a connection to any water supply by you or any person associated with your event.

**16. Will you be using any artificial lighting?**

Yes  No  (please tick relevant box)

If yes, please give details:

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**17. Toilets**

Please give details of the arrangements you will be making for providing toilet facilities and cleaning?

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An important aspect of any event is the provision of adequate toilet facilities. The Officer Event Group will be able to assist you in deciding the level of provision appropriate for your event.

**18. Will any other item or equipment at your event generate noise?**

Yes  No  (please tick relevant box)

If yes, please give details:

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It is important that the Officer Event Group have an opportunity to assess noise from all sources on site e.g. generators, vehicles, tannoy

**19. Will you require vehicle access to facilitate the event i.e. articulated trucks, vans?**

Yes  No  (please tick relevant box)

If yes, please provide details:

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**20. Will any items of plant and heavy equipment be used i.e. cranes, forklift trucks, etc.?**

Yes  No  (please tick relevant box)

If yes, please state what will be used and on which areas of the site:

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**21. Will any elevated platforms, stages, marquees or other temporary structures or apparatus etc. be built?**

Yes  No  (please tick relevant box)

If yes, please state what will be built:

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Structures require inspection prior to your event opening to the public. The event organisers are responsible for arranging inspections prior to the opening of the event.

**22. What arrangements have been made for car parking and marshalling of vehicles during your event?**

Please give details:

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**23. What arrangements have been made for litter collection, recycling and disposal. When and how will this take place?**

Please give details:

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**24. What facilities will be provided for First Aid?**

Please give details:

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An important part of any event is the adequate provision of first aid. The Officer Event Group will be able to assist you in deciding the level of provision appropriate for your event.

**25. Will you be providing overnight security?**

Yes  No  (please tick relevant box)

Please give details:

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**26. Will the event be open and accessible to all?**

Please give details:

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**27. How will you actively encourage sustainable transport for people attending the event?**

Please give details:

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**28. How does your event contribute to achieving event application criteria 8.1? (please refer to the Open Spaces Events Policy, Part Two: Highgate Wood)**

Please give details:

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Note: If any of these details change once your application has been submitted, please inform us. No additional items may be included without the express consent of the City of London Corporation.

**Licenses**

Your event may require a Premises Licence or Temporary Event Notice which is provided by the relevant Local Authority. We can advise which one it will be depending on your chosen site.

You are advised to allow a minimum of 10 weeks for a Premises Licence Application and 4 weeks for a Temporary Event Notice. Larger events may need to apply for a licence up to 6 months in advance.

More information can be found here <http://www.londoneventstoolkit.co.uk>

**Insurance**

Hirers of public open space are required to hold a current policy of insurance in respect of Public Liability or third-party risks. The relevant limit of indemnity must be no less than £5 million and the City of London reserves the right to require a higher limit if deemed necessary.

Hirers will be required to produce evidence of their insurance cover together with that of any exhibitor, band/dance group, sub-contractor, caterer etc. whom they have instructed or authorised to appear at the event (see <http://www.londoneventstoolkit.co.uk>). This information needs to be provided at least one month prior to the event if it is a medium, large or major event.

Insurance Company:

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Policy number:

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Amount of indemnity (a minimum of £5M is required):

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Expiry date of current certificate:

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We require a copy of a valid schedule or certificate of Public Liability Insurance without which, consent to use the land will be withheld. The Corporation may also take legal action against an event organiser who proceeds with an event having not provided this documentation.

### Event Planning

You may be required to provide a range of plans and documents relating to your event such as Traffic Management Plans, Emergency Plan and Risk Assessments. More details about these can be found here <http://www.londoneventstoolkit.co.uk>

### Declaration

Please tick to confirm that you have plans & procedures in place to deal with the following (where necessary):

Event communications		Transport (including parking)	
Security & stewarding		Toilet & drinking water provisions	
Crowd management		Food safety	
Emergencies		Waste management & recycling	
Fire		Environmental impact	
First aid		Disability compliance	
Lost children & vulnerable adults		Equal opportunities	

More information can be found <http://www.londoneventstoolkit.co.uk>

Please confirm that the following documents are either attached to your application or will be provided at least four weeks prior to the start of your event. Failure to comply may result in the City of London refusing to grant permission for your event.

	Attached	To Follow	N/A
Risk Assessments / Emergency Plan			
Copy of your Public Liability Insurance			
A site plan			
A programme			
Catering certificates and licences			
Noise management plan			
Copy of Charitable or not for profit constitution and evidence of organisation bank account with minimum of 2 signatories (if applying for charity discounted rate)			

## **TERMS OF ACCEPTANCE**

By returning this form, I confirm that I have read and understood the City of London Open Spaces Events Policy Part One & Two. I apply for permission to hold the event as described in this application form. I confirm that the information provided is correct and will inform the City of London if the details change.

Signed (please type on emailed documents)	
Print name	
On behalf of (organisation)	
Date	

Please return this form together with your supporting documentation, by post, email or fax, to:

Post: City of London (Highgate Wood)  
Licence Applications  
Heathfield House  
432 Archway Road  
London, N6 4JH

Email: [hampstead.heath@cityoflondon.gov.uk](mailto:hampstead.heath@cityoflondon.gov.uk)

Fax: 020 8348 1677

.....

***For office use only***

**Confirmed by Officer Events Group:** \_\_\_\_\_

Date of the Event \_\_\_\_\_ 2019 Time \_\_\_\_\_ of the Event \_\_\_\_\_

Place of the Event \_\_\_\_\_

No of people \_\_\_\_\_

Route Map

Liability Insurance \_\_\_\_\_

Risk Assessment



Open  
Spaces

Registered Charity

# Open Spaces Events Policy PART TWO

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# Contents

Policy Statement .....	3
Introduction.....	4
Legislative Background .....	4
Event Locations .....	6
Timing and Frequency.....	6
Local Authority Approvals.....	8
Local Officer Event Group .....	8
How we make decisions .....	8
Applications timescale.....	9
Site Events Application Form .....	10
Site Terms and Conditions of Hire .....	10
Review.....	12
Site Specific Location Plans .....	13
Appendices.....	14

DRAFT

# 1. Policy Statement

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This Site-specific policy (Policy) should be read with the City of London Open Spaces Departmental Events Policy (Part One) which applies to all Open Spaces managed by the City of London.

This Policy provides guidance for completing an application to hold events at Queen's Park. Queen's Park is a Charitable Trust (Registered Charity Number 232986).

This Policy has been approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee in consultation with the Queen's Park Consultative Group.

This Policy provides a framework to make decisions about events at Queen's Park including to:

- Meet the specific requirements of the City of London Corporation (Open Spaces) Act 2018.
- Meet the statutory obligations and charitable trust objectives to preserve Queen's Park and to provide recreation and enjoyment.
- Facilitate events that are safe, and which are appropriate to the character of Queen's Park.
- Assist event organisers in understanding the process for event applications and criteria for a licence being granted or refused.
- Provide a fee structure for charges that may apply to event applications.

## Scope

This Policy applies to all events on Queen's Park where the permission or assistance of the City of London is required to facilitate it.

Events covered by this policy include:

- Activities that include the setting aside of a particular area of Queen's Park.
- Events and activities that occur over a wider course or more than one location; for example, sponsored walk / run events, commercial events, community events.
- Activities that require access to additional services or infrastructure, or that may interfere with other visitors or go beyond ordinary recreational use.

The following events and activities are dealt with under separate arrangements:

- Sports activities at dedicated sporting facilities and/or with limited infrastructure requirements involving fewer than 500 people, or covered by the Sports Licensing arrangements; for example, personal training, group exercise classes.
- Filming and photography – requests should be completed on the filming application form.
- Weddings and Civil Ceremonies – the separate booking form should be completed.

## 2. Introduction

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Queen's Park is a 30-acre (12ha) park which opened in 1887. The Park was the site of the Royal Agricultural Show held in Kilburn in 1879. Together with Highgate Wood, the Park was acquired in 1886 by the Corporation of London from the Ecclesiastical Commissioners under the provisions of the Highgate and Kilburn Open Spaces Act 1886. Situated in northwest London between Kensal Green, Brondesbury Park and Kilburn, it is bounded by Harvist Road to the south, Chevening Road to the north, Milman Road to the west and Kingwood Avenue to the east. The Park forms the main focus of a neighbourhood which developed from around 1895 consisting of late Victorian and Edwardian houses. The Park lies within the London Borough of Brent and the Park and the surrounding streets are in a Conservation Area. The proposed Park was initially called Kilburn Recreation Ground, and has been known as Queen's Park since the naming of the Park by royal command in the Jubilee year of 1887, in honour of Queen Victoria..

Queen's Park facilitates a number of events throughout the calendar year, these include; performances on the bandstand, children's entertainers by the playground, outdoor cinema, Shakespeare in the Squares, a book festival, Open Gardens and Studios and Queen's Park Day.

There are three broad types of events at Queen's Park:

- Charity and community events run by a not-for-profit organisation or by a community group for the benefit of the community.
- Commercial events run by profit-making organisations.
- Free events organised by City of London including music events at the bandstand and children's entertainment.

## 3. Legislative Background

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### Queen's Park legislative framework

The City of London has powers and duties under various Acts of Parliament to manage Queen's Park, protect it as a public open space and host certain types of events. The provisions that are most relevant to this Policy are summarised below.

#### Highgate and Kilburn Open Spaces Act 1886

The foundation legislation is the Highgate and Kilburn Open Spaces Act 1886. Under this Act the City of London:

- Must maintain and preserve Queen's Park as a public park or open space for the perpetual use of the public for exercise and recreation.
- Must take all necessary steps to protect the trees pollards shrubs underwood heather gorse turf and herbage.

#### City of London Corporation (Open Spaces) Act 2018

As set out in Part One of the City of London Departmental Open Spaces Events Policy, the City of London has recently acquired additional statutory powers to hold

events at various open spaces, including Queen's Park, under section 7 of the City of London Corporation (Open Spaces) Act 2018. Under this section an "event" means a ceremony, celebration, entertainment or similar occasion, or a conference, an exhibition or the making of a film.

The City of London may:

- Temporarily use or permit others to use land (including buildings) forming part of Queen's Park for the purposes of an event.
- Provide, or arrange for another person to provide, equipment, facilities or services for the purposes of an event.
- So far as appears necessary in connection with an event, restrict or authorise others to restrict access temporarily to an area forming part of Queen's Park.
- Charge for the use of part of Queen's Park, or the provision of services, etc. and charge for, or authorise others to charge for, admission to areas with restricted access.

In the exercise of these powers the City of London must prepare an events policy, which has been produced in consultation with the Queen's Park Consultative Group.

This events policy must, in particular, include the following requirements:

- In deciding whether, and on what terms, to permit an event the City of London must have regard to the character and local environment of Queen's Park (or the part of Queen's Park in which the event is to take place).
- Such an event (whether individually or taken together with other events) must not cause material injury to the amenity of Queen's Park or significant impairment to the public enjoyment of Queen's Park.
- The locations in Queen's Park to which events are confined must be specified.
- The frequency and duration of events in Queen's Park must be limited.

### **Other statutory provisions**

Although, an events policy is only required for events held under the provisions of the City of London Corporation (Open Spaces) Act 2018, for ease of use and consistency, the guidance in this Policy has been produced to cover all relevant events at Queen's Park, irrespective of which statutory enabling power is being relied upon.

These include provisions under:

- Section 76 of the Public Health Acts Amendment Act 1907
- Section 19 of the Local Government (Miscellaneous Provisions) Act 1976

Further information about the legislative framework is provided in Appendix 1.

### **Byelaws**

Regard must also be had to the byelaws that apply in Queen's Park which can be found at <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/queens-park/Pages/byelaws.aspx>.

## 4. Event Locations

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Refer to the Schedule of Locations as presented in the map (Section 13).

Event locations are grouped into three broad zones. Event applications will be considered based on an assessment of the suitability of a location, including the local character of the location, the potential impacts on the fabric of the site and on the experience of Queen's Park visitors and neighbours.

### **Zone A: Built facilities**

Including hard-standing areas, café and terrace, sports facilities, e.g. pitch and putt course and other built facilities (for example the Children's Farm, office meeting room, hard tennis courts, bandstand).

### **Zone B: Established Activity Areas**

Including the main field, amenity grassed areas, formal grassed areas, bandstand environs, the Woodland Walk.

### **Zone C: Wider areas**

Events will generally be excluded from the wider and natural areas of Queen's Park.

Large walking and running events that cover a wider course will be limited to surfaced paths and existing routes. Exceptions may include running and orienteering events where routes will be planned in consultation with Ecologists and Arborists to maximise dispersal of participants and minimise compaction and other impacts.

Event applications will be carefully considered in consultation with specialist Officers to define conditions to ensure any potential impacts on the fabric of the site are minimised including measures to protect natural and heritage values, for example, the protection of tree root zones from soil compaction. The preparation of a condition report before and after the event may also be stipulated.

Based on the above assessment, an environmental impact fee may be applied to ensure the natural and heritage values are protected.

## 5. Timing and Frequency

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In considering applications for events at Queen's Park, the Open Spaces Events Policy (Part One) requires that this Policy includes restrictions on the location, duration and timing of events.

For the purposes of this Policy, events at Queen's Park are ranked according to the number of people attending and the duration of the event as set out in Table 1 in Section 9.

### **Location**

A Schedule of Locations sets out the locations where events may be permitted. These locations are grouped into three zones according to the local character of the location. Details are set out in Section 4.

## **Duration**

Events located in Zone A will be limited to a maximum duration of two days including time for setup and break down and will be strictly controlled to minimise disruption to Queen's Park visitors.

Applications for events that extend over longer periods will be limited to Zone B - Established Activity Areas. Generally, events that extend over longer periods will be planned back-to-back to reduce time required for set-up and break-down.

## **Timing and frequency**

The number of weekends when more than one large or major event is scheduled shall be minimised and, in this instance, the events shall occur in separate areas across Queen's Park to minimise impacts on visitors.

## **Visitor impacts**

Event applications will be required to set out how potential impacts on Queen's Park visitors and neighbours will be minimised, including litter, noise, lighting and vehicle movements during set-up and break-down and during the event, to ensure the event is in keeping with the local character of Queen's Park.

## **Exclusions**

Events will be excluded from areas of high conservation value. Temporary and seasonal restrictions on specific areas will be enforced; for example, minimising disturbance during the bird nesting season or temporarily fencing areas to protect sensitive areas.

## **Extent and infrastructure**

Events with significant infrastructure requirements will be restricted to Zone B - Established Activity Areas. This applies to the erection of large and/or heavy temporary structures and equipment likely to cause soil compaction; including for example, large marquees and staging; and the parking of heavy vehicles and plant.

Many events at Queen's Park cover a wider course that may pass through Event Zones B and C, including; for example, sponsored-walks and community running events.

In Event Zone B, infrastructure associated with these events will be minimised and will be sited to minimise compaction and other impacts.

In Event Zone C, associated infrastructure will be minimised and will be restricted to surfaced areas as far as possible.

## **6. Local Authority Approvals**

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A Temporary Event Notice and other permissions and licences may be required from the Local Authority. Applicants are responsible for making enquiries, including the application and associated costs to the following authorities as applicable:

- London Borough of Brent.

## **7. Local Officer Event Group**

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The Queen's Park Manager, the Hampstead Heath Leisure and Events Manager and the Highgate Wood, Conservation & Trees Manager form the Queen's Park, Officer Event Group which will meet monthly to consider event applications and make recommendations to the Superintendent. The Superintendent will direct the Officer Event Group recommendation to the appropriate approval pathway in accordance with the procedure described in Section 8. Other Officers and/or specialists may provide advice as appropriate to the type of event, Event Zone and potential impacts of the proposed event.

## **8. How we make decisions**

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As is current practice, a proposed annual event programme of large and major events will be presented in advance for approval by the Hampstead Heath, Highgate Wood and Queen's Park Committee following consultation with the Queen's Park Consultative Group. Similarly, an annual report reviewing the events programme will be presented to both Committees at the end of each year and will include recommendations for events in the following year.

Proposals for events that are received after the annual event programme report to Committee will be assessed by the Officer Event Group and referred to the Superintendent and/or Committee, as appropriate, in accordance with the thresholds described in Section 9, Table 1. The Superintendent may choose to refer any medium or smaller event proposal to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision, for example where the proposal is unprecedented or unusual.

The Queen's Park Consultative Group will automatically be consulted on any event proposal that is referred to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision. The Superintendent may also choose to consult the Queen's Park Consultative Group on medium and smaller events. Such consultation may be by email or post.

### **8.1 Criteria for events**

When considering an event application, we will consider how effectively the proposal aligns with the following criteria:

1. Aligns with the Queen's Park Conservation Management Plan and strategic outcomes for Queen's Park.

2. Is appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts One and Two.
3. Is high quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event.
4. Is sustainable and based on a strong business case.
5. Offers quality and memorable experiences for visitors and participants that connect people with Queen's Park and the local community.
6. Identifies and delivers added value for social inclusion.
7. Promotes values of shared stewardship and collective responsibility.

The performance of the event organiser throughout the event planning stages and delivery will be monitored and reviewed. This performance will be considered when assessing future event applications.

## **9. Applications timescale**

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Events are ranked according to their scale as set out in Table 1. Scale considers the size of the event in terms of the number of people attending on any one day and the duration of the event (including time for set-up and break-down). Where the anticipated attendance and duration fall within different event scales in Table 1 the applicable scale is the larger of the two.

This ranking enables the assessment of suitability of events for the range of locations listed in the Schedule of Locations. The scale of an event also informs the conditions and any restrictions that may be applicable and the calculation of the cost of services that are to be provided.

Event applications must be received within the lead-in time stipulated in Table 1. Should applications not be received within these lead-in times, event applications may be declined.

**Table 1: Event Scale (proposed)**

<b>Event Scale</b>	<b>Daily anticipated attendance</b>	<b>Duration including set-up and break-down</b>	<b>Approval</b>	<b>Minimum period for receipt of application prior to proposed event date</b>	<b>Application Deadline</b>
Minor	1 – 50	Up to a day	Superintendent	3 weeks	None - rolling application process
Small	51 – 500			8 weeks	None - rolling application process
Medium	501 – 1,000	Up to 2 days	Superintendent	4 months	None - rolling application process
Large	1,001 – 5,000	Up to 3 days	HHHWQP Committee	6 months	1 February 1 September
Major	5,001 plus	4 or more days	HHHWQP Committee	12 months	

## **10. Site Events Application Form**

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An application form for events in Queen’s Park can be found at Appendix 2.

## **11. Site Terms and Conditions of Hire**

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The types of charges applicable will be determined in accordance with the charging policy set out in Section 11.1. The rates charged will be in accordance with the Queen’s Park Schedule of Fees and Charges which is revised and approved by the Hampstead Heath, Highgate Wood and Queen’s Park Committee annually.

### **Commercial events**

Commercial events will be charged in accordance with the structure set out in Section 11.1.

### **Community and charitable events**

The City of London proudly supports community and charitable events Queen’s Park. Charity and community events will be assessed to determine an appropriate reduction or waiver of charges. Generally, the Hire Charge will be waived for community events. Additional discretionary discounts may be applied.

## 11.1 Charging Policy

**Application fee:** A non-refundable application charge will apply for all event applications to cover the administrative costs of determining event applications.

**Remediation deposit:** A remediation deposit may be required, in advance, for each event. The type and size of the event and consideration of any potential remediation works will be relevant to the deposit required. The deposit will be used to fund any remediation works required and any additional costs incurred by the City of London for which the event organiser did not pay a charge.

The cost of any remediation works will be deducted from the deposit before it is returned. Should the deposit not be sufficient to pay for the remediation works and related additional costs incurred by the City of London, the event organisers will remain liable for the same.

**Hire charge:** A hire charge may be applied to events to reflect the value of hiring this unique outdoor space to event organisers. Days associated with set-up and break-down in addition to the duration on the event will be charged for to offset the loss of amenity for that period.

A holding deposit is included within the hire charge to secure an event location on a specific day. Late cancellation may result in the forfeit of this deposit.

**Service charge:** Where services are provided by City of London to support events, the cost of those services will be borne by the event organiser. Rates for services that require staff time or equipment and other services, such as waste disposal, will be based on full cost recovery, as set out in the annual Queen's Park Schedule of Fees and Charges.

**Environmental impact:** This is an upfront charge for events that are likely to have a non-permanent environmental impact. Generally, this charge will be applied to events in Location Zone B and C.

**Donation:** Event organisers may wish to make additional voluntary contributions to the Queen's Park registered charity (Number 232986) to support the cost of managing Queen's Park.

## Cancellation:

The Open Spaces Events Policy Part One sets out the Cancellation Policy. Cancellation periods are specified below.

Table 2: Event Cancellation Period.

Scale Total	Total anticipated attendance	Notice given for cancellation	Refund
Minor	1 – 50	Any Period	Full refund*
Small	51 – 500	At least 4 weeks	Full refund*
		Less than 4 weeks	Minus 25% deposit*
Medium	501 – 1,000	At least 2 months	Full refund*
		Less than 2 months	Minus 25% of deposit*
Large	1,001 – 5,000	At least 2 months	Full refund*
		Less than 2 months	Minus 25% of deposit*
Major	5,001 plus	At least 4 months	Full refund*
		Less than 4 months	Minus 25% of deposit*

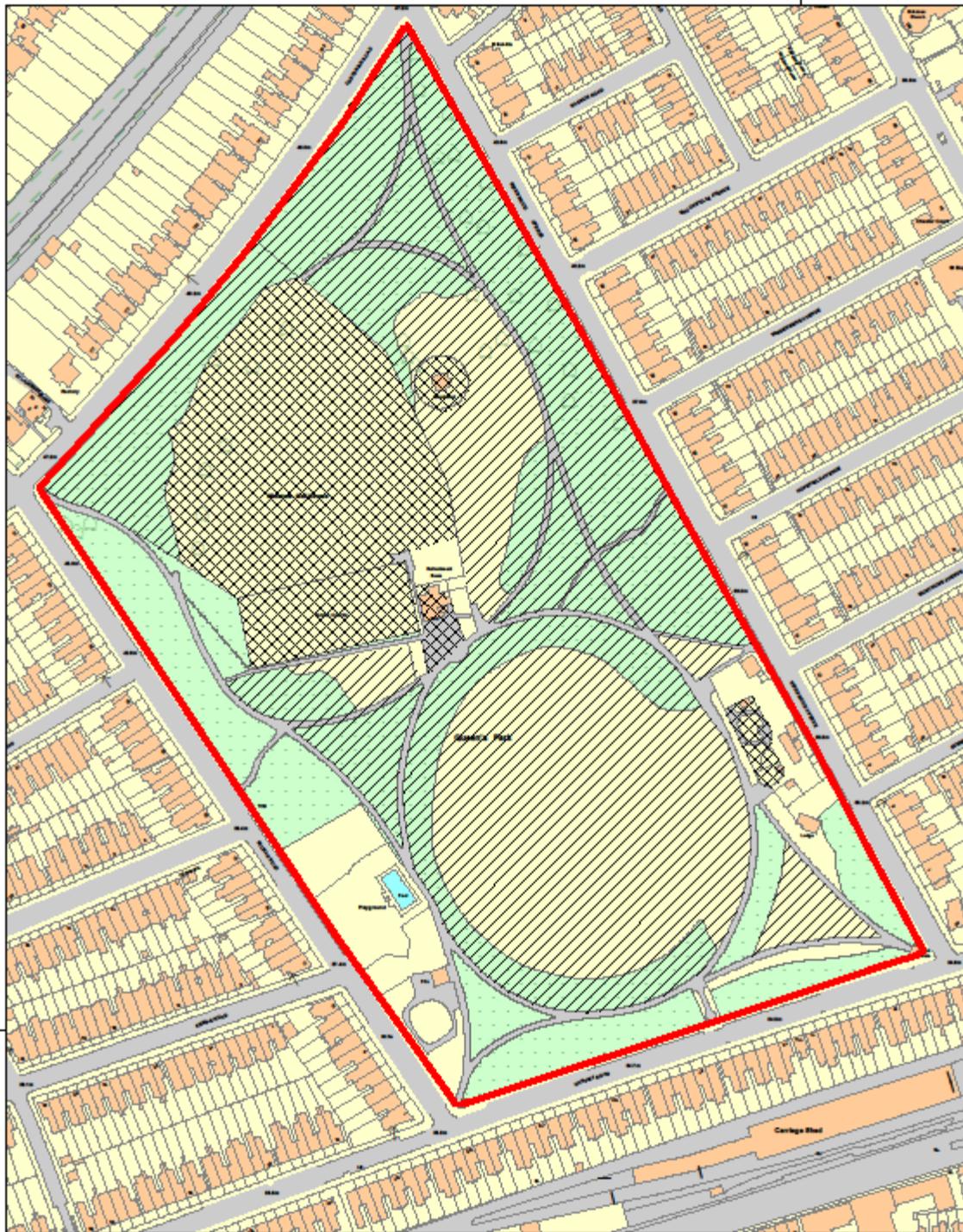
\*minus application fee and City of London expenses

## 12.Review

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A review of this policy will be undertaken at least every three years as set out in the Open Spaces Events Policy Part One. The Superintendent can request a review within that period as appropriate. The revised policy will be submitted for consideration by the Queen's Park Consultative Group and approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee.

# 13.Site Specific Location Plans



		<p><b>Queen's Park Event Map</b></p>	<p><b>Legend</b></p> <ul style="list-style-type: none"> <li> Zone A - Built Facilities</li> <li> Zone B - Established Activity Areas</li> <li> Zone C - Wider Area</li> </ul>	<p>Created by: Richard Gentry</p> <p>Date Created: 09 Oct 2018</p>
				<p>0 12.5 25 50 75 Metres</p> <p>© Crown copyright and database rights 2018 OS 100023243 GeoInformation Group, 2013</p>

# 14. Appendices

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## Appendix 1 - Legislative Framework

### Queen's Park legislative framework

The City of London has powers and duties under various Acts of Parliament to manage Queen's Park, protect it as a public open space and host certain types of events. The provisions that are most relevant to this Policy are summarised below.

Under the Highgate and Kilburn Open Spaces Act 1886 the City of London:

- Must maintain and preserve Queen's Park as a public park or open space for the perpetual use of the public for exercise and recreation.
- Must take all necessary steps to protect the trees pollards shrubs underwood heather gorse turf and herbage.

Under section 76 of the Public Health Acts Amendment Act 1907 (as amended by section 56 of the Public Health Act 1925 and applied to Queen's Park by section 4 of the City of London (Various Powers) Act 1933) the City of London may:

- Set apart any part of Queen's Park as may be described in a notice board in some conspicuous position for the purpose of any game or recreation, charge reasonable sums for its use and exclude the public from the part set apart while it is in actual use for that purpose.
- Provide any apparatus for games and recreations, and charge for their use, or let the right of providing any such apparatus to any person for up to three years.
- Place, or authorise any person to place, seating in Queen's Park and charge for, or authorise any person to charge for, its use.
- Provide and maintain pavilions or other buildings and conveniences and to charge for admission.
- Provide and maintain refreshment rooms in Queen's Park, and either manage them themselves or let them to any person for up to three years.

Under section 19 of the Local Government (Miscellaneous Provisions) Act 1976 the City of London may:

- Provide such sporting and recreational facilities, whether indoor or outdoor, as it thinks fit.
- Provide premises for the use of clubs or societies having athletic, social or recreational objects.
- Provide such facilities in connection with recreational facilities as it considers appropriate including buildings, equipment, supplies and assistance of any kind, parking spaces and places at which refreshments may be bought from the City of London or another person.
- Contribute towards the expenses incurred by any voluntary (not for profit) organisation or local authority in providing recreational facilities.

As set out in Part One of the City of London Departmental Open Spaces Events Policy, the City of London has recently acquired additional statutory powers to hold

events at various open spaces, including Queen's Park, under section 7 of the City of London Corporation (Open Spaces) Act 2018. Under this section an "event" means a ceremony, celebration, entertainment or similar occasion, or a conference, an exhibition or the making of a film.

The City of London may:

- Temporarily use or permit others to use land (including buildings) forming part of Queen's Park for the purposes of an event.
- Provide, or arrange for another person to provide, equipment, facilities or services for the purposes of an event.
- So far as appears necessary in connection with an event, restrict or authorise others to restrict access temporarily to an area forming part of Queen's Park.
- Charge for the use of part of Queen's Park, or the provision of services, etc. and charge for, or authorise others to charge for, admission to areas with restricted access.

The City of London must exercise these powers having regard to an events policy prepared in consultation with such persons or bodies as it thinks appropriate. At Queen's Park this consultation has included the Queen's Park Consultative Group.

This events policy must, in particular, include the following requirements:

- In deciding whether, and on what terms, to permit an event under this section the City of London must have regard to the character and local environment of Queen's Park (or the part of Queen's Park in which the event is to take place).
- Such an event (whether individually or taken together with other events) must not cause material injury to the amenity of Queen's Park or significant impairment to the public enjoyment of Queen's Park.
- The locations in Queen's Park to which events are confined must be specified.
- The frequency and duration of events in Queen's Park must be limited.

Although, an events policy is only required for events held under the provisions of the City of London Corporation (Open Spaces) Act 2018, for ease of use and consistency, the guidance in this Policy has been produced to cover all relevant events at Queen's Park, irrespective of which statutory enabling power is being relied upon.

## Appendix 2 – Queen’s Park Even Application Form



# Queen’s Park

Registered Charity

## Event Application Form 2019

Dear Applicant,

Thank you for your interest in Queen’s Park as a location for your forthcoming event.

Please refer to The City of London, Open Spaces Department, Events Policy Part One & Two when completing this form.

If you have any questions relating to your application, please contact us on 020 7332 3322.

Please return this form together with your supporting documentation, by post or email to:

**Post:** City of London, (Queen’s Park)  
Event Licence Applications  
Heathfield House  
432 Archway Road  
London, N6 4JH

**Email:** [queens.park@cityoflondon.gov.uk](mailto:queens.park@cityoflondon.gov.uk)



**4. Details of your proposed event**

Please state the **exact** dates of your event:

i) Date and time the event opens to the public:

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ii) Number of days required **before** this date for setting up (including arrival time on site):

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iii) Date and time the event closes to the public:

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iv) Number of days **after** this date for dismantling (please give on-site start and finish times):

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**5. Approximate number of people expected to attend your event**

i) Participants:

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ii) Adults:

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iii) Children under 16:

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v) Spectators:

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Any additional information:

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## 6. The Applicant

Full name, address and contact details of the **applicant** (Please use **BLOCK** capitals):

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Full name, address and contact details of **second** contact (Please use **BLOCK** capitals):

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## 7. Applying on behalf of an organisation

If you are applying on behalf of an organisation, please state the name and the address of the organisation:

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Nature of organisation (please tick relevant box):

- Registered Charity
- Not for profit constituted organisation
- Individual
- Commercial company

**Your** capacity within the organisation:

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**and**, the capacity within the organisation of the **second** contact:

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**8. Commercial Traders**

Do you intend to invite any commercial traders i.e. food vendors, fairground rides, climbing apparatus?

Yes  No  (please tick relevant box)

If yes, please provide details of all such traders including names, addresses and contact numbers for the individuals or organisations providing such attractions.

Company 1:

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Company 2:

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Company 3:

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Company 4:

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Company 5:

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You **must** obtain the City of London's consent for any additions and alterations to this list. Please note that it is at the discretion of the City of London as to whether traders etc. will be permitted as part of the event.

To ensure the safety of those attending the event an Environmental Health Officer may inspect any equipment brought onto the site by yourself or a commercial trader.

They will also examine any associated documentation e.g. fire and test certificates, your Risk Assessments and the suitability of training provided to equipment operators.

### 9. Fund raising

If you are fund-raising, please include the name of charity/fundraising project and full details of beneficiary of proceeds. Name all beneficiaries if there are more than one. Will all income raised go to the charity/project named above? If no, please provide details: (proof may be required)

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### 10. Will your event include music, films, dancing or live entertainment?

#### Music

Yes  No  (please tick relevant box)

If yes, is it: Recorded  Live amplified  Live acoustic  Other

Please give details:

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Volume levels must not exceed 65 decibels at the nearest residence, or between Monday and Friday at the nearest place of work.

The Officer Event Group will be able to assist you in determining a level appropriate for your equipment and your event.

Films

Yes  No  (please tick relevant box)

Please give details:

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Dancing

Yes  No  (please tick relevant box)

Please give details:

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Live Entertainment

Yes  No  (please tick relevant box)

Please give details:

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**11. Will your event include alcohol and Catering?**

Alcohol

Yes  No  (please tick relevant box)

Please give details:

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Catering

Yes  No  (please tick relevant box)

Please give details:

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**12. Will your event include animals?**

Yes  No  (please tick relevant box)

If yes, please give details:

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**13. Will you be using a Public-Address System?**

Yes  No  (please tick relevant box)

Please give details:

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**14. Will your event require an electricity supply?**

Yes  No  (please tick relevant box)

If yes, will you generate your own or is a City of London mains supply required (if feasible)?

We will generate our own\*  We will require a supply from the City of London  \*\*

\* Organisers are required to consider the switch to cleaner technologies as well as ensuring Non-Road Mobile Machinery is compatible with the Stage V emission standards.

\*\* This is available at an additional cost and **must** be provided by a City of London approved electrician. Under no circumstances must any attempt be made to make a connection to any electricity supply by you or any person associated with your event.

**15. Will your event require a water supply?**

Yes  No  (please tick relevant box)

If yes, will you provide water or is a City of London mains water supply required (if this is feasible)?

We will generate our own  We will require a supply from the City of London  \*

\* This is available at an additional cost. Under no circumstances must any attempt be made to make a connection to any water supply by you or any person associated with your event.

**16. Will you be using any artificial lighting?**

Yes  No  (please tick relevant box)

If yes, please give details:

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**17. Toilets**

Please give details of the arrangements you will be making for providing toilet facilities and cleaning?

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An important aspect of any event is the provision of adequate toilet facilities. The Officer Event Group will be able to assist you in deciding the level of provision appropriate for your event.

**18. Will any other item or equipment at your event generate noise?**

Yes  No  (please tick relevant box)

If yes, please give details:

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It is important that the Officer Event Group have an opportunity to assess noise from all sources on site e.g. generators, vehicles, tannoy

**19. Will you require vehicle access to facilitate the event i.e. articulated trucks, vans?**

Yes  No  (please tick relevant box)

If yes, please provide details:

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**20. Will any items of plant and heavy equipment be used i.e. cranes, forklift trucks, etc.?**

Yes  No  (please tick relevant box)

If yes, please state what will be used and on which areas of the site:

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**21. Will any elevated platforms, stages, marquees or other temporary structures or apparatus etc. be built?**

Yes  No  (please tick relevant box)

If yes, please state what will be built:

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Structures require inspection prior to your event opening to the public. The event organisers are responsible for arranging inspections prior to the opening of the event.

**22. What arrangements have been made for car parking and marshalling of vehicles during your event?**

Please give details:

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**23. What arrangements have been made for litter collection, recycling and disposal. When and how will this take place?**

Please give details:

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**24. What facilities will be provided for First Aid?**

Please give details:

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An important part of any event is the adequate provision of first aid. The Officer Event Group will be able to assist you in deciding the level of provision appropriate for your event.

**25. Will you be providing overnight security?**

Yes  No  (please tick relevant box)

Please give details:

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**26. Will the event be open and accessible to all?**

Please give details:

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**27. How will you actively encourage sustainable transport for people attending the event?**

Please give details:

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**28. How does your event contribute to achieving event application criteria 8.1? (please refer to the Open Spaces Events Policy, Part Two: Queen's Park)**

Please give details:

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Note: If any of these details change once your application has been submitted, please inform us. No additional items may be included without the express consent of the City of London Corporation.

**Licenses**

Your event may require a Premises Licence or Temporary Event Notice which is provided by the relevant Local Authority. We can advise which one it will be depending on your chosen site.

You are advised to allow a minimum of 10 weeks for a Premises Licence Application and 4 weeks for a Temporary Event Notice. Larger events may need to apply for a licence up to 6 months in advance.

More information can be found here <http://www.londoneventstoolkit.co.uk>

**Insurance**

Hirers of public open space are required to hold a current policy of insurance in respect of Public Liability or third-party risks. The relevant limit of indemnity must be no less than £5 million and the City of London reserves the right to require a higher limit if deemed necessary.

Hirers will be required to produce evidence of their insurance cover together with that of any exhibitor, band/dance group, sub-contractor, caterer etc. whom they have instructed or authorised to appear at the event (see <http://www.londoneventstoolkit.co.uk>). This information needs to be provided at least one month prior to the event if it is a medium, large or major event.

Insurance Company:

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Policy number:

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Amount of indemnity (a minimum of £5M is required):

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Expiry date of current certificate:

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We require a copy of a valid schedule or certificate of Public Liability Insurance without which, consent to use the land will be withheld. The Corporation may also take legal action against an event organiser who proceeds with an event having not provided this documentation.

### Event Planning

You may be required to provide a range of plans and documents relating to your event such as Traffic Management Plans, Emergency Plan and Risk Assessments. More details about these can be found here <http://www.londoneventstoolkit.co.uk>

### Declaration

Please tick to confirm that you have plans & procedures in place to deal with the following (where necessary):

Event communications		Transport (including parking)	
Security & stewarding		Toilet & drinking water provisions	
Crowd management		Food safety	
Emergencies		Waste management & recycling	
Fire		Environmental impact	
First aid		Disability compliance	
Lost children & vulnerable adults		Equal opportunities	

More information can be found <http://www.londoneventstoolkit.co.uk>

Please confirm that the following documents are either attached to your application or will be provided at least four weeks prior to the start of your event. Failure to comply may result in the City of London refusing to grant permission for your event.

	Attached	To Follow	N/A
Risk Assessments / Emergency Plan			
Copy of your Public Liability Insurance			
A site plan			
A programme			
Catering certificates and licences			
Noise management plan			
Copy of Charitable or not for profit constitution and evidence of organisation bank account with minimum of 2 signatories (if applying for charity discounted rate)			

**TERMS OF ACCEPTANCE**

By returning this form, I confirm that I have read and understood the City of London Open Spaces Events Policy Part One & Two. I apply for permission to hold the event as described in this application form. I confirm that the information provided is correct and will inform the City of London if the details change.

Signed (please type on emailed documents)	
Print name	
On behalf of (organisation)	
Date	

Please return this form together with your supporting documentation, by post, email or fax, to:

**Post:** City of London (Queen’s Park)  
 Event Licence Applications  
 Heathfield House  
 432 Archway Road  
 London, N6 4JH

**Email:** [queens.park@cityoflondon.gov.uk](mailto:queens.park@cityoflondon.gov.uk)



***For office use only***

**Confirmed by Officer Events Group:** \_\_\_\_\_

Date of the Event \_\_\_\_\_ 2019 Time \_\_\_\_\_ of the Event

\_\_\_\_\_

Place of the Event \_\_\_\_\_

No of people \_\_\_\_\_

Route Map

Liability Insurance \_\_\_\_\_

Risk Assessment



Event Name & Date	Event Scale	No of attendees	Duration (including setup and strike)	Event zone	Location Description	Criterion: Open Spaces Departmental Events Policy Part Two: Hampstead Heath 6.5 Criteria for events at Hampstead Heath							Approval Date	Officer Event Group Comments
						A	B	C	D	E	F	G		
Race for Life 15/06/19	Large	Est 2,500	2 days  (1 event day + 1 day set up)	A	Fairground Site, East Heath	Y	Y	Y	Y	Y	Y	Y	17 Oct 2018	Charitable event running for 21 years. The infrastructure associated with the event will be installed on Friday 14/06/19 and removed on 15/06/19.
AAF Affordable Art Fair 10/13/05/19	Major	Est 10,000	23 days  (4 show days + 19 days set up/strike)	A	Fairground Site, East Heath	Y	Y	Y	Y	Y	Y	Y	17 Oct 2018	Commercial event running for 8 years. Strict controls are in place to limit the impacts associated with the setup and strike to reduce the impact on neighbours.
Night of 10k PBs 6/7/19	Major	Est 4,000	4 days  (1 event day + 3 days set up/strike)	A  B	Athletics Track  Sports Pitch	Y	Y	Y	Y	Y	Y	Y	17 Oct 2018	Not for profit event running for 4 years. This event has international scope European Cup/World trials for 10k. The setup will commence on Friday 5/7/19 and the strike will be completed on Monday 8/7/19 to reduce the impact over the weekend. Following a review of the 2018 event responsibly for recycling waste will be passed on to the organisers of the event.

### **Criteria for events at Hampstead Heath**

When considering an event application, we will consider how effectively the proposal aligns with the following criteria:

- A. Aligns with the Heath Vision and strategic outcomes for Hampstead Heath.
- B. Is appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts One and Two.
- C. Is high quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event.
- D. Is sustainable and based on a strong business case.
- E. Offers quality and memorable experiences for visitors and participants that connect people with Hampstead Heath and local community.
- F. Identifies and delivers added value for social inclusion.
- G. Promotes the Heath Vision values of shared stewardship and collective responsibility.

The performance of the event organiser throughout the event planning stages and delivery will be monitored and reviewed. This performance will be considered when assessing future event applications.

# Organised Sports: Licence Application Procedure



## Open Spaces

Registered Charity

### Sports Activities on City of London Corporation Open Spaces

Our Open Spaces serve as inspiring locations for a wide variety of sporting activities. This application form is for requests for a licence to hold a Sports Activity **involving up to 500 participants** and spectators with no or limited infrastructure requirements on Open Spaces owned and managed by the City of London Corporation.

**Any Sports Activities involving more than 500 participants and spectators and/or a number of infrastructure requirements, are classed as events.** Please refer to our Events Policy for further details [www.cityoflondon.gov.uk/openspaces](http://www.cityoflondon.gov.uk/openspaces)

### SCOPE

This licence application form covers sports that do not generally require **formal facilities\*** such as pitches, courts or tracks. Activities could include; running, walking, cycling and horse events. Activities may be competitive races or fun runs. Licences for School sports days, charity matches, sports and personal fitness training as well as group exercise classes should also be applied for via this form.

#### \*Formal facilities

Visit [www.cityoflondon.gov.uk/openspaces](http://www.cityoflondon.gov.uk/openspaces) and click on the name of your local Open Space to find out what's available and for details of how to book facilities. Formal facilities provided vary from site to site and may include: football, cricket & rugby pitches, tennis, rounders and softball courts, bowling greens, athletics tracks, swimming pools, golf courses and croquet lawns.

### Principles

#### In considering applications for Sports Licences we will:-

- I. Only approve sports activities where the organisers can clearly demonstrate they are able to deliver effective planning which is robust and safety focussed.
- II. Ensure all sports activities are run effectively and with due regard to relevant and current legislation and byelaws as well as industry good practice.
- III. Consider the cumulative impact of multiple Licenced Sports Activities on our Open Spaces, visitors and resources.
- IV. Limit disturbance and disruption to residents and businesses.
- V. Require sports activities to be planned and run with sufficient environmental protection conditions in place to minimise impact on the Open Space(s) and the wider environment.
- VI. Seek appropriate cost recovery and income from sports activities in accordance with our agreed fees and charges.
- VII. Have a fair and transparent application process for all enquiries.
- VIII. Protect the reputation and promote a positive image of the City of London.

### **Making an application**

Please complete the application form below. Please also provide a site plan of the proposed location for your sports activity. **Please note that we can only accommodate sports activities in certain locations and that primary consideration will be given to the impact the activity may have on the sites other recreational activities, heritage assets and wildlife interests.**

### **Charges for Organised Sports Activity**

The holding of sports activities gives rise to costs for the charitable funds from which the City of London manages the Open Spaces. These costs arise from administration, staff support, works which are required to facilitate the sports activity and any required remediation works. Sports organisers will generally be expected to meet the full costs associated with their activity, although this requirement may be relaxed for sports activities that are considered to provide strong benefits for the site or its users and which are held on a non-profit basis.

For sports activities involving an element of profit, or which are considered to provide limited benefit for the site or its users, a hire fee may be charged in addition to full cost recovery, in order to ensure wider benefit for the site.

Applicable charges will be determined in accordance with the charging structure set out below. The rates charged will be in accordance with the Divisional Schedule of Fees and Charges which is revised and approved by the City of London annually.

#### Application Fee

Your completed application form must be accompanied by a cheque made payable to **City of London** for £50, or £25 for registered charities and not for profit organisations\*. **The Application Fee is non-refundable.**

\*The reduced rate is for groups and organisations that are constituted as 'not for profit'. This applies to registered charities, schools, Community Amateur Sports Clubs and statutory bodies (e.g. Town/Parish Council) but may also apply to other groups if they can provide proof that all money is reinvested into their cause, along with a copy of their constitution clearly stating it is a NFP organisation.

Individuals, sole traders and organisations that are aimed at generating profit for private distribution are not eligible for the reduced rate.

#### Remediation deposit

A remediation deposit may be required, in advance, for each sports activity. The type and size of the sports activity and consideration of any potential remediation works will be relevant to the deposit required. The deposit will be used to fund any remediation works required and any additional costs incurred by the City of London for which the sports organiser did not pay a charge.

The cost of any remediation works will be deducted from the deposit before it is returned. Should the deposit not be sufficient to pay for the remediation works and related additional costs incurred by the City of London, the sports organisers will remain liable for the same.

#### Hire charge

A hire charge may be applied to sports activities to reflect the value of hiring this unique outdoor space to sports organisers. Days associated with set-up and break-down in addition to the duration on the sports activity will be charged for to offset the loss of amenity for that period.

A holding deposit is included within the hire charge to secure a sports location on a specific day. Late cancellation may result in the forfeit of this deposit.

#### Service charge

Where services are provided by City of London to support sports activities, the cost of those services will be borne by the sports organiser. Rates for services that require staff time or equipment and other services, such as waste disposal, will be based on full cost recovery, as set out in the annual Divisional Schedule of Fees and Charges.

#### Environmental impact

This is an upfront charge for sports activities that are likely to have a non-permanent environmental impact.

#### Donation

Sports organisers may wish to make additional voluntary contributions to a specific City of London Open Space registered charity to support the cost of managing the Open Space.

### **Decision Making**

All applications will be reviewed within ten days working days of us receiving a completed application form.

Applications may be:-

- **Agreed** immediately and the licence issued for signatures.
- **rejected** based on not meeting our licence principles.
- **deferred** subject to obtaining further information.
- **deferred** pending agreement of requested Discretionary Items (see page 4) and payment of the associated fees.
- **referred** to a wider meeting of City of London Officers for review, particularly in the case of large or major sports activity.

### **Application Timescale**

Application Forms should be received at least 6 weeks before the commencement of the proposed Sports Activity. Applications received at shorter notice may be declined.

### **Cancellation Policy**

The City of London has the right to cancel approval previously given for a Sports Licenced Activity (either an individual or regular activity), on its own authority or the advice of the Police or another appropriate Authority. Examples of the reasons why the City of London may cancel a Sports Licenced Activity in advance or during the activity, include:

- An emergency situation has arisen.
- The Sports Licenced Activity differs from the details provided on the application form.
- The activity is unsafe.
- The activity does not have the required insurance.
- The weather is or is forecast to be very poor or extreme and will impact on the site conditions and or public safety.
- The ground conditions are poor or unsuitable.

In cases where a Licenced Sports Activity is cancelled on the advice of the Police, any other appropriate Authority or for any of the reasons mentioned above, the City of London will not be liable for any fees, costs or damages incurred. It is therefore highly advised to take out separate cancellation insurance.

**The City of London** reserves the right to require the licence holder to alter the date of use if it should become necessary for any reason, provided reasonable notice is given of such alteration (except in the case of an emergency when the clause above will apply). In the event the licence holder is unable to alter the date, the City of London will repay all monies paid by the hirer to the City (except for the application fee, which is non-refundable). The City of London will accept no liability for any other fees, costs or damages or any consequential loss whatsoever.

**What if the licence holder cancels the sports activity?**

If a Licenced Sports Activity is cancelled by the organisers more than **20 working days** before the date of the Activity, the City of London will repay, without interest, all sums paid by the licence holder minus any costs incurred by the City of London (except for the application fee, which is non-refundable). No refunds will be given for any cancellations **20 working days or less** to the date of the Licenced Sports Activity, and the City of London will be entitled to recover any additional costs incurred.



# Organised Sports: Licence Application Form

## Open Spaces

Registered Charity

### Contact Details

Name of organisation / individual	
Nature and purpose of organisation:- i.e. Registered Charity, community group, sports club, social activity club, school etc. (if applicable)	
Registered Charity Number or Community Amateur Sports Club Registration Number (if applicable)	
Main contact name(s)	
Email address	
Address	
Invoice address (if different from above)	
Telephone number - landline	
Primary mobile number (to be contactable throughout the sports activity)	
Secondary mobile number (to be contactable throughout the sports activity)	

## Activity Details

<b>Brief description of proposed Organised Sports Activity and the target market</b>	
<b>Proposed location:-</b> Site name and location (add plan or use grid reference to be as clear as possible) <b>Please state why you have chosen this site and location.</b>	
Have you previously organised this Sports Activity at this site/location? If yes, provide details...	
<b>Charges for participants/competitors</b> How much will each participant/competitor be charged to take part in this Sports Activity? Detail how income will be used.	£
<b>Date</b> <b>Start/finish times including any pre or post activity set-up &amp; clear-up</b>	
<b>Overall expected attendance</b> Participants: Spectators (if applicable):	

## Discretionary Items

<b>Please give details below of any facilities you propose to provide for the successful running of your Sports Activity. We will then advise you on site suitability and any further permissions needed. Further charges may apply.</b>		
		<b>Details</b>
<b>Site Setup</b>	Barriers/fencing, etc.	
<b>Vehicle Movements</b>	Please set out a schedule of vehicle movements to facilitate the sports activity.	
<b>Marquees</b>	If yes, please give number and sizes	
<b>Domestic gazebos</b>	If yes, please give numbers	

<b>PA System</b>	
<b>Catering</b>	
<b>Waste Disposal</b>	<p>You are responsible for clearance of all litter produced by participants <u>and</u> spectators. Please describe how you intend to keep the area free of litter. All waste must be completely removed from the City of London land at the end of the sports activity.</p> <p>Please describe how you will promote waste recycling.</p>
<b>Do you require electricity?</b>	<p>Give details of how you intend to supply it or where you would like to source power from (on most sites you will have to provide power through a silent generator).</p>
<b>Do you require a water supply?</b>	<p>Give details of how you intend to supply it or where you would like to source it from (some sites do not have this facility).</p>
<b>Do you require use of our changing rooms (if available at the proposed location)?</b>	<p>Give details of time periods through the day when changing facilities will be needed.</p>
<b>First Aid</b>	<p>An important part of any organised Sports Activity is adequate provision of first aid. What first aid cover will be provided and who will provide it?</p>
<b>Temporary Toilet Facilities</b> (you are fully responsible for arranging the delivery/collection, servicing and security of any temporary toilet facilities).	<p>How many temporary toilets do you propose to bring onto the site?</p> <p>Please note: Some of our sites may not have suitable areas for the provision of temporary toilets.</p>
<b>Environmental Impact</b> You must actively encourage participants and spectators to travel to your sports activity by public transport.	<p>Please give details of how you will do this.</p> <p>How else will you minimise the environmental impacts of your activity?</p>

<p><b>Officials/Marshalls Parking</b> Will you require on-site access for official vehicles?</p>	<p>Where will these vehicles park?</p> <p>How do you intend to manage the parking of these vehicles?</p>
<p><b>Participant/Spectator Parking</b> Limited parking may be available on-site for participants and spectators, which may incur an additional fee. Parking must be provided free of charge.</p>	<p>Where will these vehicles park?</p> <p>How do you intend to manage the parking of these vehicles?</p> <p>How will you promote the use of public transport?</p>
<p><b>Do you require specialist services from City of London staff (e.g. grass cutting/ line marking)?</b> Please note these will incur additional charges.</p>	

**Application Checklist**

Please confirm that the following documents are attached to your completed Application Form. Failure to comply may result in the City of London refusing to grant permission for your Sports Activity.

Document	Attached
Risk Assessment / Emergency Plan / evidence of relevant qualifications or accreditations.	
Copy of your Public Liability Insurance - minimum £2million is required: (valid for all proposed activity date(s)).	
A site plan.	
Application Fee cheque for £50 (£25 for registered charities and not for profit organisations*) *Please provide evidence of not-for profit status.	

**Declaration**

By returning this form, I apply for permission to hold an Organised Sports Activity as described in this application form. I confirm that the information provided is correct and will inform the City of London immediately if any details change.

Signed	
Print name	
On behalf of (organisation)	
Date	

Please return this form together with your supporting documentation to:

**City of London**  
**Sporting Licence Applications**  
**...local address...**

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# Highgate Wood

Registered Charity

## Woodland Management Plan 2018-2028



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

## Contents

1.	Introduction .....	1
2.	Vision and Objectives .....	1
3.	Plan Review – Achievements .....	2
4.	Woodland Survey .....	2
5.	Protection.....	6
6.	Management Strategy .....	9
7.	Stakeholder Engagement .....	11
8.	Monitoring .....	11
	Appendix 1: Figures.....	13
	Appendix 2: Compartment Descriptions and Management Plans .....	16

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## **1. Introduction**

Highgate Wood lies between Archway Road and Muswell Hill Road in the London Borough of Haringey. It covers 28 hectares, of which about 24 hectares are ancient oak and hornbeam woodland, most of the rest being amenity grassland. It is owned and managed by the City of London Corporation.

A Conservation Management Plan for the Wood published in April 2013 covered all aspects of the management of the site, but its wide scope did not allow detailed consideration of managing the natural environment. Policy 2a: Natural Environment (page 50) was to 'Develop a prescriptive management strategy to guide the conservation of the oak and hornbeam population over the next 10 years and beyond.' This Woodland Management Plan aims to complete that objective.

The layout of the plan very closely follows the Forestry Commission's standard Woodland Management Plan format.

## **2. Vision and Objectives**

### **2.1 Vision**

The vision is of a well-structured, ancient semi-natural and biodiverse woodland which is managed to sustain its long-term future whilst maintaining its reputation as a safe environment for informal recreation, enjoyment and education.

### **2.2 Objectives**

1. Maintain the overall character of the woodland as hornbeam coppice with oak standards while increasing the diversity of native trees and shrubs.
2. Increase structural diversity of the woodland, with a wider age range of trees and coppice, a well-developed shrub layer and ground flora and abundant aerial and ground-level dead wood.
3. Maintain the ponds and meadow for wildlife.
4. Manage for resilience to present and forthcoming threats, such as tree diseases, invasive plants and animals and climate change.
5. Mitigate damage from compaction and erosion while promoting public access and enjoyment.
6. Continue to survey birds, bats and fungi; monitor the population of oak standards and saplings; and record wildlife sightings.
7. Continue to work with other organisations to promote research, and the conservation of Ancient woodland habitat.

### **3. Plan Review – Achievements**

This is the first specific woodland management plan for Highgate Wood.

## **4. Woodland Survey**

### **4.1 Description**

Highgate Wood is a mixed deciduous ancient semi-natural woodland on a sandy clay deposit of Claygate Beds. The terrain is relatively flat, but there are slight slopes and undulations throughout as well as several prominent earthworks. The highest point is towards the north of the wood, to the north of a drying spring and drainage-fed stream in a shallow valley that now flows only very rarely after heavy rain. The soil is compacted as a result of over a century of constant foot traffic, and this is significantly worse in some areas than others.

The canopy largely comprises mature oak standards and long over-stood statuesque hornbeam coppice. Coppicing was still being carried out into the late 1800s, but none was undertaken between the end of the First World War and the 1970s. Both native oak species are present as standard trees, but sessile is much less numerous than pedunculate oak. Both species are suffering from Oak Decline, which has been monitored since 2010. About 12-13 trees are lost annually, or about 1% of the approximately 1154 oak standards in the wood (counted in 2018).

Other trees and shrubs present, many of them planted, include beech, hawthorn (some very old), wild service, wild cherry, small-leaved lime, rowan, silver birch, white willow, hazel, yew, alder buckthorn, holly and goat willow. Ash, elm, field maple and blackthorn are present in smaller numbers. Other trees which have been planted include horse chestnut, European lime, sycamore and Norway maple; many of these are very large old trees now. Some exotic conifers were planted in several places in the early 1970s.

There is relatively little tree regeneration as the canopy is dense in much of the wood. However, where the canopy is thinner and in canopy gaps, such as where oaks are declining and in Conservation Areas, hornbeam, birch, rowan, wild cherry, beech and goat willow are regenerating, with oak regeneration more limited. Young trees, especially hornbeams, are being severely damaged or killed by grey squirrels stripping bark.

Dead wood habitats are abundant, both aerial and on the ground. The shrub layer is quite well developed in some of the wood but largely absent in other areas, variously due to a dense tree canopy, heavy public use and soil compaction. Bramble and holly are abundant; the latter is selectively controlled. Two hedges have recently been planted.

The ground flora is sparse in much of the wood, although a good range of native species is present, some of them introduced over the past 30 years or so. In spring an excellent display of native bluebells can be enjoyed, and other woodland species which can be found include wood anemone, wild daffodil, lords and ladies, scaly male-fern, primrose, remote sedge, wild garlic and wood and pendulous sedges. Ivy

is abundant. The fungi of Highgate Wood have been well studied and documented since 1994, and about 500 species identified, many of which are associated with old trees and some of which are quite rare.

A programme of creating Conservation Areas every 5 years commenced in 1977 and is continuing (see Figure 1). The objective is to reduce high canopy coverage to encourage tree regeneration, benefit mature oaks, encourage ground cover and the shrub layer, and to create new hornbeam coppice and pollards: within these areas selected trees, mostly hornbeam, are coppiced or, occasionally, pollarded. The areas are initially fenced, with the fence being removed after 10 years, although it has been retained in a couple of instances. The first Conservation Areas were small, but their extents have been increased and the 9th and most recent, created in winter 2016/17, covers 0.8 hectares. The total extent of Conservation Areas is currently three hectares.

The wood attracts a diversity of bird species, and at least 28 species breed there regularly. Seven species of bat have been recorded and there have been roosts in many of the oaks. Bat and bird boxes provide additional roosting and nesting places and enable bat populations to be monitored. Regular moth trapping sessions have identified nearly 400 species between 1985 and August 2017. The most recent arrival is the Oak Processionary Moth, a central European species now the subject of a London wide control programme due to public safety concerns.

#### 4.2 Information

Highgate Wood has been designated as Metropolitan Open Land in the Mayor of London's Local Plan and is also recognised as a Site of Metropolitan Importance for Nature Conservation by the Greater London Authority.

The following protected and/or UK BAP Priority species have been recorded in Highgate Wood.

<b>European Protected Species</b>				
<b>Feature</b>		<b>Within woodland</b>	<b>Compartments (See Fig. 2)</b>	<b>Notes</b>
Bats	Common Pipistrelle	yes	many	
	Soprano Pipistrelle	yes	many	
	Brown Long-eared	yes	unknown	
	Daubenton's	yes	5	
	Noctule	yes	many	
	Leisler's	yes	2,14	
	Natterer's	yes	many	
	Nathusius Pipistrelle	yes	13	Identified 2017/18

UK Priority Species				
<u>Birds</u>	Lesser spotted woodpecker	yes	2, 13	UK BAP. No record in last couple of years
	Firecrest	yes	5	WCA Schedule 1 1 recent record only
	Redwing	yes	many	WCA Schedule 1
	Song thrush	yes	many	UK BAP
	Dunnock	yes	2, 3	UK BAP
<u>Mammals</u>	Hedgehog	yes	4, 5, 8	UK BAP
<u>Amphibians and Reptiles</u>	Smooth newt	yes	1, 8, 11	WCA Schedule 1
<u>Plants</u>	Bluebell	yes	many	WCA Schedule 8. Especially in the north of the wood
<u>Fungi</u>	Zoned rosette <i>Podoschypha multizonata</i>	yes	many	UK BAP
<u>Invertebrates: Moths</u>	Shoulder-striped wainscot	yes		UK BAP
	Rosy minor	yes		UK BAP
	Rustic	yes		UK BAP
	Blood vein	yes		UK BAP
	Mullein wave	yes		UK BAP
	Small phoenix	yes		UK BAP
	White ermine	yes		UK BAP
	Buff ermine	yes		UK BAP
	Garden dart	yes		UK BAP
	Small square-spot	yes		UK BAP
	Oak hook-tip moth	yes		UK BAP
	Lunar yellow underwing	yes		UK BAP
	Mouse moth	yes		UK BAP
	Grey dagger	yes		UK BAP
	Mottled rustic	yes		UK BAP
	Small emerald	yes		UK BAP
	Brindled beauty	yes		UK BAP
	Powder quaker	yes		UK BAP
	Toadflax brocade	yes		UK BAP
<u>Invertebrates : other</u>	Stag beetle	yes		UK BAP

The following additional London or Haringey BAP Priority species have been found in Highgate Wood:

Wild service tree     Haringey BAP  
Native goldenrod     Haringey BAP

### 4.3 Habitat Types

Feature	Within woodland	Compartments	Notes
Ancient semi-natural woodland	yes	All except meadow (Compartment 15)	
Lowland mixed deciduous woodland	yes	All except meadow (Compartment 15)	
Lowland meadow	no	15	Small area of sown wild flower grassland.
Wetland habitat	yes	1	Pond

### 4.4 Structure

Woodland type	Percentage of management plan area	Age structure	Notes
Native broadleaves	95	Even aged	Understorey present in about half the wood, natural regeneration present, especially hornbeam.
Conifers	5	Even aged	Single or small groups of conifers present in several areas of the wood.

## 5. Protection

### 5.1 Risk Matrix

This section lists actual and potential risks to the Wood, and for each the likelihood of its presence, its actual and potential impact, and planned action to manage the threat.

### 5.2 Plant Health

Threat	Oak Processionary Moth
Likelihood of presence	Now present. Also present in neighbouring wood.
Impact	High: major impact on public health and access to the wood. Potential impact on other lepidoptera spp due to FC policy on spraying
Response	Monitoring. Spraying and nest removal.

	Follow FC guidelines
--	----------------------

Threat	Chronic oak decline
Likelihood of presence	Present
Impact	Significant decline in veteran oaks
Response	Monitoring. Promoting trees, for example by reduction in canopy competition. Encouraging oak regeneration and planting new oak trees.

Threat	Oak mildew
Likelihood of presence	Present
Impact	Drastically reduces regeneration
Response	None

Threat	Sweet chestnut blight
Likelihood of presence	High (present in south London)
Impact	Relatively low due to small numbers
Response	Monitoring Follow FC guidelines

Threat	Ash dieback
Likelihood of presence	High: present in near-adjacent woodland
Impact	Low due to small numbers of ash present
Response	None

### 5.3 Deer

Threat	Muntjac
Likelihood of presence	Has been sighted. Present at most in very small numbers
Impact	None
Response	None

### 5.4 Grey Squirrels

Likelihood of presence	Present in high numbers
Impact	High. Very serious bark stripping, especially on young growth, resulting in misshapen trees, tree death, and high canopy branch failure. Competition for habitat with hole nesting birds and bats.
Response	Culling. Culling in spring and summer 2017 may have caused the reduced numbers observed and was restarted in winter 2018.

### 5.5 Water and Soil

Threat	Compaction
--------	------------

Likelihood of presence	Present. Much of the soil in the wood is compacted.
Impact	High. Serious existing impacts on health of trees, shrubs and ground flora, fungi, and soil microorganisms.
Response	See item 5.8, people and dogs.

Threat	Lowering of water table
Likelihood of presence	Present. Reduction in spring water and reduced flow.
Impact	Moderate. Drought has accentuated decline in oaks by old spring lines.
Response	None

### 5.6 Environmental: Air Pollution

Likelihood of presence	High
Impact	Unknown. Ongoing research by student.
Response	Maintain tree health and resilience

### 5.7 Climate Change Resilience

Threat	Increasing temperatures and other weather extremes
Likelihood of presence	High
Impact	Decline in mature trees, flora and fauna.
Response	Increase species diversity of trees and shrubs.

### 5.8 Other Risks

Threat	People and dogs
Likelihood of presence	Present in high numbers. Visitor numbers are increasing in general, and especially by play groups and educational visitors etc.
Impact	High: compaction (see above), damage to plants and fungi, and disturbance to wildlife, especially birds. Erosion of Ancient Woodland earthworks and wood banks.
Response	While maintaining public access to the majority of the woodland, prohibit or dissuade entry to selected areas through permanent and (mostly) temporary fencing and dead hedging, and placing impediments to access such as logs and laid trees. Maintain footpaths. Consider erecting signage and changing path surfaces and routes if required. Consider further ways to focus access onto particular high-use areas.

Threat	Potentially damaging invasive plants
Likelihood of presence	High: present (e.g. laurel) and present recently (Japanese knotweed).
Impact	Low at present, but potentially high (e.g. Japanese knotweed and <i>Crassula helmsii</i> )
Response	Monitor. Control when necessary.

## 6. Management Strategy

Management Objective	Management Intention
1. Maintain the overall character of the woodland as lapsed hornbeam coppice with oak standards while increasing the diversity of native trees and shrubs.	<p>The overall character of hornbeam coppice with oak standards will be maintained by:</p> <ul style="list-style-type: none"> <li>• Retaining and promoting the great majority of existing oak standards and thinning around a proportion to reduce competition.</li> <li>• Existing seedling and sapling oaks will be promoted, for example by clearing vegetation around them, cutting back nearby trees to encourage young trees to thrive, and thinning regeneration where necessary.</li> <li>• Increasing the number of young oaks by both natural regeneration and planting. For the latter, seedlings or acorns will be sourced from Highgate Wood or Hampstead Heath and grown on locally, but it may be necessary to also buy in new stock.</li> <li>• Retaining the majority of the existing lapsed coppiced hornbeam, and especially the finest specimens. Where hornbeams are to be felled, they will mostly be coppiced. Some trees have little potential to re-grow from the base, in which case pollarding may be tried instead.</li> <li>• Regenerating hornbeam by thinning and coppicing patches of naturally regenerating hornbeam saplings. These will subsequently be managed in a regular coppice cycle.</li> </ul>

	<p>The diversity of trees and shrubs will be increased by:</p> <ul style="list-style-type: none"> <li>• Planting further suitable native trees and shrubs, including some which are currently uncommon in the wood. Possible species include small leaved lime, wild service, hazel, hawthorn, spindle and alder buckthorn.</li> <li>• Continuing with the programme of creating new Conservation Areas and creating new or expanding existing smaller canopy gaps. These and existing gaps will provide suitable sites for tree and shrub planting. New Conservation Areas will be created at five year intervals, but this rate will be kept under review and will necessarily decrease in the longer term as more of the woodland is managed.</li> </ul> <p>Figure 3 indicates were the next Conservation Areas and some other works are planned.</p>
<p>2. Increase structural diversity in the woodland with a wider age range of standard trees and coppice, a greater number of pollarded trees, and a better-developed shrub layer. Maintain high quantities of aerial and ground-level dead wood.</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> <li>• Encouraging natural oak regeneration and planting native trees and shrubs (see Objective 1 above).</li> <li>• Establishing new coppice of hornbeam (see Objective 1 above) and hazel.</li> <li>• Pollarding more trees, especially hornbeam which would otherwise need to be felled in Conservation Areas or other areas where canopy gaps are to be created. This has two advantages. Firstly, it creates additional habitat variety. Secondly, it preserves hornbeam stools which would otherwise be lost. Hornbeams which have epicormic shoots at 1-3 metres are the most suitable for pollarding. Although pollarding does not accord with the historic character of the wood it is considered that this is the optimum way of retaining as many original stools as possible.</li> <li>• Creating monoliths (dead standing trunks) where trees, especially oaks, would otherwise need to be felled entirely.</li> </ul>

<p>3. Maintain the ponds and meadow for wildlife.</p>	<ul style="list-style-type: none"> <li>• Control tree growth around the ponds</li> <li>• Cut or pull areas of grass in the meadow, and invasive plants such as bramble and creeping thistle as required.</li> <li>• Create bare areas close to yellow rattle seed-heads to ensure regeneration by this annual plant.</li> </ul>
<p>4. Manage for resilience to present and forthcoming threats, such as tree diseases, invasive plants and animals and climate change.</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> <li>• Increasing the diversity of native trees and shrubs (see Objectives 1 and 2).</li> <li>• Promoting tree health by ensuring good growing conditions, e.g. by reducing or thinning selected trees to increase space and light for others.</li> <li>• Continuing to control grey squirrels by trapping.</li> <li>• Monitoring tree health.</li> <li>• Eradicating or managing invasive plants.</li> </ul>
<p>5. Mitigate damage from compaction and erosion due to visitor activities whilst promoting public access and enjoyment</p>	<ul style="list-style-type: none"> <li>• Leaving fences or dead-hedges around Conservation Areas and elsewhere for as long as is acceptable.</li> <li>• Laying trees where possible across shortcuts and along path edges.</li> </ul>
<p>6. Continue to survey birds, bats, fungi; monitor the population of oak standards and saplings; and record wildlife sightings.</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> <li>• Continuing the programme of monitoring oak canopy decline which was initiated in 2010. Re-survey will be carried out at minimum every 2 years.</li> <li>• Continuing with other existing surveys and record keeping.</li> </ul>

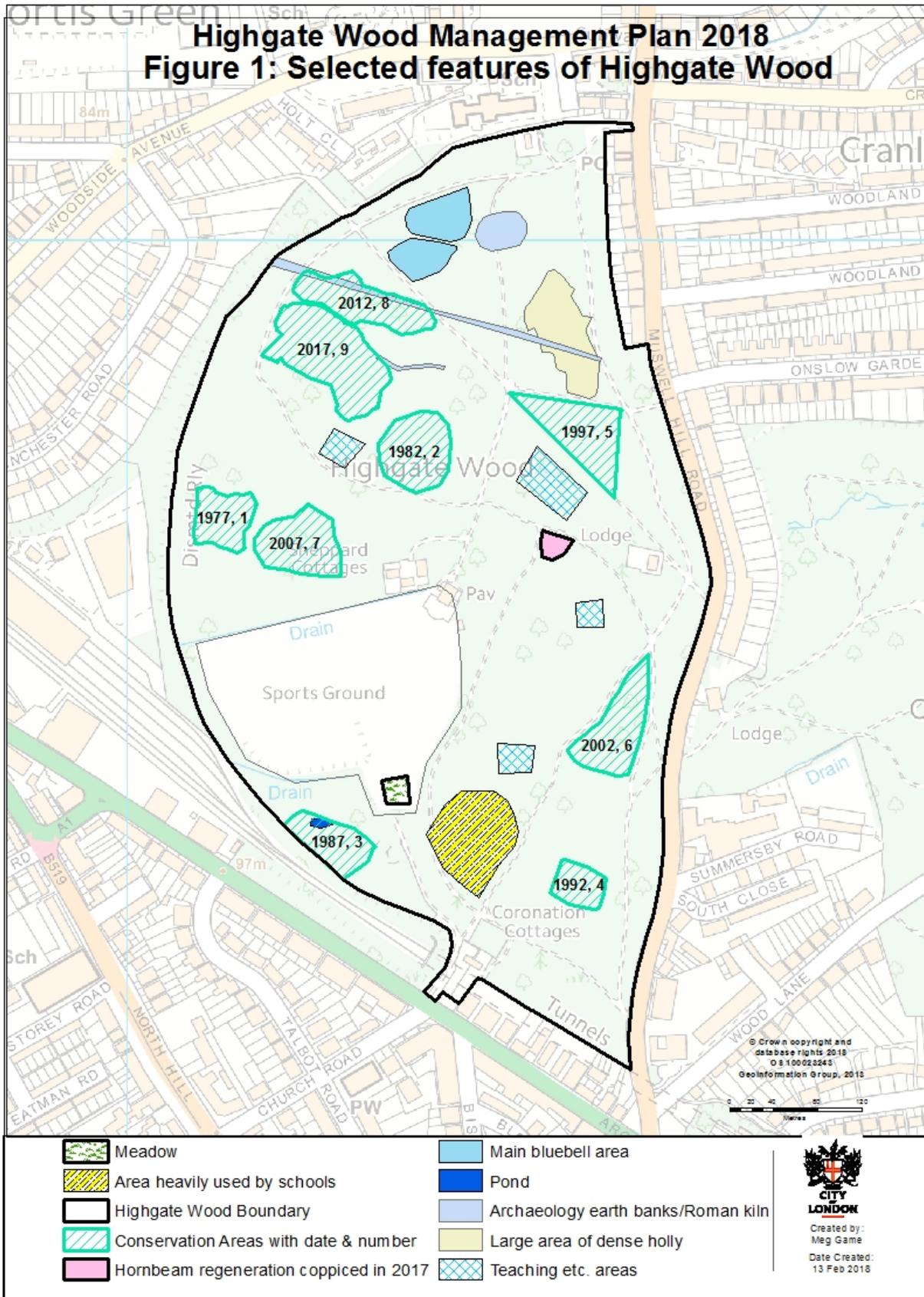
## 7. Stakeholder Engagement

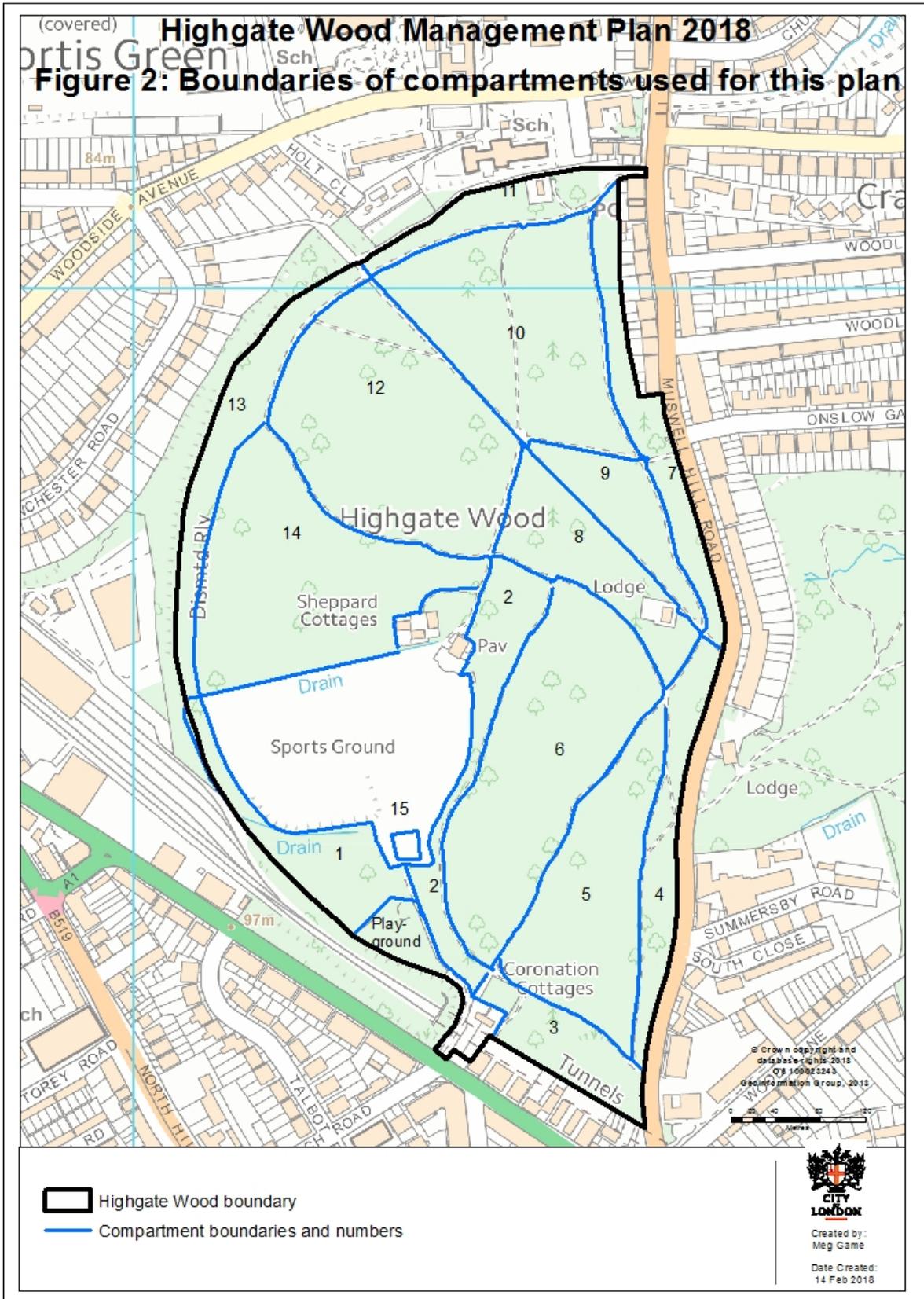
This will be achieved by making local people aware of the draft plan, providing copies, and inviting comments, for example by placing notices near main entrances to the wood, through dialogue with users and user groups and through social media.

## 8. Monitoring

Management Objectives/Activities	Indicator of Progress/Success	Method of Assessment	Frequency of Assessment	Responsibility	Assessment Results
Increase the diversity of native trees and shrubs and the structural diversity of the wood	Average of 25 trees or shrubs planted annually; replanting of failures	Field survey	Annually	Staff	
Maintain the ponds and meadow	Pond not over-shaded; lady's bedstraw, yellow rattle and black knapweed frequent in meadow	Assess need for management; carry out work	Annually	Staff	
Resilience to threats	Trees surveyed for OPM and sweet chestnut blight, and appropriate measures taken	Survey all oak and sweet chestnut trees	Annually	Staff or outside contractor (OPM)	
Mitigate compaction and erosion	Further use of natural barriers	Survey	Quarterly	Staff	
Survey and maintain owl and bat boxes; survey oak standards and saplings; record wildlife sightings	Bat and bird boxes monitored and repaired; ¼ of oak standards surveyed for decline; oak saplings surveyed; wildlife sightings recorded	Survey	Annually for boxes; biennially for oak decline and oak saplings; as required for wildlife sightings	Staff	

# Appendix 1: Figures





City of London Green Spaces Highgate Wood Management Plan 2018  
**Figure 3: Selected specific management proposals**



- Meadow
- New Conservation Areas with date if within scope of plan; all boundaries indicative
- New hornbeam pollarding/coppicing
- Potential for coppicing hornbeam regeneration & planting trees
- Existing Conservation Areas

CITY OF LONDON  
 Created by:  
 Meg Game  
 Date Created:  
 15 Mar 2018

## Appendix 2: Compartment Descriptions and Management Plans

In order to describe the wood in more detail and to outline the intended specific management proposals, it has been divided conceptually into 15 compartments. The main paths have been used as boundaries for these, as indicated in Figure 2 below.

### Items Applying to the Wood as a Whole

All compartments except the Meadow, compartment 14, contain mature hornbeam and oak (mostly English oak, *Quercus robur*); this is not stated individually, to avoid repetition. All except the meadow also contain holly.

Several management tasks apply generally throughout the wood, and are not listed individually by compartment unless of special note. These include:

- Planting native trees and shrubs in suitable canopy gaps.
- Promoting veteran trees, e.g. by thinning around them to reduce competition.
- Recording and monitoring flora, fauna and fungi.
- Carrying out the continuing surveys of oak decline and young oaks every other year.
- Maintaining owl and bat boxes.
- Controlling invasive plants, mostly non-natives such as laurel, but also selected native species, such as holly and ivy in the woodland and bramble and creeping thistle as necessary in the wildflower meadow. Holly is relatively invasive and is abundant in the wood; it can become too dominant if not managed, shading out ground flora, other shrubs and tree regeneration. Ivy can restrict ground flora and, although ivy in trees is a valuable wildlife habitat, it can imperil trees if it grows into the canopy. Bramble creates important habitat in the woodland, but could quickly come to dominate the wild flower meadow.
- Monitoring and control pests and diseases where possible. This includes control of grey squirrels, which have greatly increased in recent years and are causing severe damage to trees by stripping bark. Many young trees and regenerating coppice have been affected so badly that they have become very deformed or have even died; hornbeam and beech are particularly affected. Without squirrel control it is impossible to maintain a healthy woodland, with young trees growing up to replace the mature oak trees and hornbeams when these eventually decline and die.

## Descriptions and Specific Management by Compartment

The table below provides a basic description of each compartment (see Figure 2) and its intended management. Some of the main management projects are indicated in Figure 3.

### General Management

Cpts	Prescription	Year(s)
All	Control invasive native and non-native plants where required	All
All	Maintain fences and dead hedges	All
1-14	Continue surveys of oak decline and oak regeneration	Every second year: 2018, 2020, ...
1-14	Thin around young oaks and other desirable trees and shrubs	All
1-14	Plant trees and shrubs where there are suitable canopy gaps	All
1-14	Control grey squirrels	All

### Specific management by compartment

Cpt	Description	Management	Year(s)
1	<p>This compartment contains <b>Conservation Area 3 (1987)</b>, which is permanently fenced, and within which are two ponds. This area contains the largest concentration of young and early mature oaks in the wood, with 63 oaks with a diameter of 6cm to over 26cm inside and to the north of the area; many are developing well. Other species include birch, 1 sweet chestnut, 1 wild service, cherry and rowan. Hornbeam regeneration is not very prevalent, but some trees are developing well on the western side of area.</p> <p>Outside and to the west of the Conservation Area is a group of young beech, hornbeam and birch under which planted wild flowers and diverse range fungi grow. The strips along the field edge and to the north-west contain a mix of</p>	Within Conservation Area 3, continue to thin and control tree growth around the ponds.	As required
		Within Conservation Area 3, remove excessive pond weed, leaves and silt when required.	As required
		Within Conservation Area 3, continue to thin around selected young oaks and other well-developing trees. Control ivy.	As required
		Along the strip parallel with field edge, coppice hazel and other species.	2019 then about every 10 years

	<p>planted trees and shrubs, maturing well. The strip to the north-west contains a line of mature white willows, mostly decaying, and other, younger, trees. North of and opposite the playground fence is a line of relic laid hornbeam.</p> <p>Together with the adjacent playground the compartment contains 23 veteran oaks and 30 veteran hornbeams of notable stature</p>	<p>Along field edge, continue to control ivy, monitor willows, reduce and thin around selected trees, maintain hedging and fencing along boundary and cut back bramble from area planted with bulbs (the Field of Hope).</p>	<p>As required</p>
2	<p>The northern, wider section contains ash and beech, 3 of which are very large, and one particularly notable huge twin-stemmed beech. The understorey of holly is dense in places. The north-west corner by the car park has been planted with hazel, hawthorn and other shrubs.</p> <p>The area near the entrance to the café and information hut is heavily trampled between two small areas that have been successfully fenced and planted with shrubs. A dead hedge between the areas has been attempted several times to restrict access under a hollowing oak important to a variety of roosting species.</p> <p>The narrow section parallel with the field is dominated by robust holly bushes and veteran oaks and hornbeams. There are also 3 early mature oaks and two memorial wild cherries, with limited gaps providing access to the field. One of the gaps has been blocked with a dead hedge and planted with shrubs.</p> <p>Bramble covers the ground of parts of the southern end of the compartment. There are small patches of planted wild flowers, including primrose, wild daffodil, and violets. There are a few oak seedlings and saplings, the latter planted.</p> <p>The compartment contains 55 veteran oaks and 59 veteran hornbeams of notable stature.</p>	<p>Near café, between the two areas previously fenced and planted, build more robust dead hedging, similar to those used to protect bluebells in compartment 10, and plant shrubs.</p>	<p>2018</p>
3	<p>This is a dense area, with abundant holly, bramble and ivy, which help screen the adjacent properties along Archway Road. The canopy includes conifers, such as fine silver firs to the east, and cedars, and</p>	<p>Maintain current character.</p>	<p>As required</p>
		<p>Promote unusual hawthorn tree.</p>	<p>As required</p>

	<p>pinetrees to the west, There is also a mature European lime and some young ash. There are relatively few hornbeams compared with some other parts of the wood. 15 dead oak trunks add to the habitat diversity. An exceptionally large hawthorn grows next to the garage of 2 Coronation Cottages. The area is popular with birds due to its lack of disturbance and density of vegetation.</p> <p>The compartment contains 25 veteran oaks and 19 veteran hornbeams of notable stature.</p>		
4	<p>The edge of this compartment slopes down to the adjacent road. There is quite a variety of planted trees, many of them large and over-mature, including horse chestnut, wild cherry, ash, European lime and elm, the latter possibly a hybrid. Several young oak trees are present near New Gate. Holly forms an understory in parts and helps shield the wood from the road; hazels and other shrubs have been planted, and introduced native daffodils are doing well here.</p> <p>The compartment contains 21 veteran oaks and 51 veteran hornbeams of notable stature.</p>	In the longer term, consider removing some of the shade-producing horse chestnut trees, and re-planting with native trees and shrubs.	Beyond timescale of this plan
5	<p>This compartment contains 2 Conservation Areas.</p> <p>Within <b>Conservation Area 4 (1992)</b>, created in 1992, there are 10 young oak trees, mostly self-seeded and not very robust, 4 planted wild service trees, only one of which is thriving, a tall, well-maturing planted sweet chestnut and 2 tall maturing wild cherry. This area has the highest density of thriving planted hazel in the wood (27 trees). Hornbeams are barely present in this area. Self-seeded birch (26 trees) and rowan (30 trees) dominate the area</p> <p><b>Conservation Area 6 (2002)</b>, at the northern tip of the compartment, is relatively open due to ongoing management. Coppiced and pollarded hornbeams have been re-cut regularly to allow light to the 9 oak standards that</p>	Within Conservation Area 4, thin out a proportion of rowan and birch to encourage more hornbeam and other species.	2018 to 2020
		Around Conservation Area 6, continue to maintain a living hedge by allowing light to the base of hedge and supplement with dead hedging where required to prevent paths across site.	As required
		Within Conservation Area 6, plant more shrubs in gaps in living hedge line, including more hawthorn and crab apple.	As required
		Within Conservation Area 6, continue to control bramble	As required

	<p>were planted within the site, 6 of which are thriving, plus 1 sapling doing well. This area has the best survival rate of hornbeam coppice/pollard of all the Conservation Areas. It also contains self-seeded goat and grey willows, silver and downy birch, rowan, transplanted and planted wild service and wild cherry, and 2 elms planted recently which are resistant to Dutch Elm Disease.</p> <p>A hedge was planted and laid along the perimeter, which mainly consists of hawthorn, but also contains hazel, crab apple, field maple, and spindle.</p> <p>Bramble is controlled to promote the ground flora. Naturally occurring flora includes pendulous, wood and remote sedges, and introduced species include greater stitchwort, red campion, bluebell, wild daffodil and foxglove. An area of wet-loving vegetation, especially sedges and <i>Polytrichum</i> moss, grows where there are localised seepages.</p> <p><b>Outside the Conservation Areas</b>, one of the best wild service trees and one of the largest lapsed hornbeam coppice in the whole wood lie just to the south of the area.</p> <p>The middle section, between the two Conservation Areas, is somewhat bare and heavily used as a short cut.</p> <p>Numerous oak seedlings grow amongst bramble in the south-east corner. A horse chestnut tree was cleared here to promote these.</p> <p>The compartment contains 82 veteran oaks and 71 veteran hornbeams of notable stature.</p>	<p>and promote ground flora and oaks by thinning goat willow, birch and rowan.</p> <p>Within Conservation Area 6, re-coppice and re-pollard some of the hornbeams every 10-20 years and cut them back from oaks regularly.</p> <p>Create a Conservation Area in the middle section of the compartment, where the ground is currently bare.</p> <p>Continue to promote oaks in south-east corner and in Conservation Areas 4 and 6.</p>	<p>As required</p> <p>Beyond the timescale of this plan but possibly 2032</p> <p>As required</p>
6	<p>The southern section of this compartment is heavily used by schools, amenity groups and people cutting across to other paths. It is largely bare, with little ground flora or shrub layer. There are two large notable beech in this section and storm damaged oaks, some in decline.</p> <p>The middle section of this area contains one of the highest densities of young</p>	<p>Create a new conservation area in the southern section, to regenerate this declining and relatively lifeless area. This will entail reducing the canopy, planting new trees and shrubs, and fencing.</p>	2022

	<p>hornbeams, due to management in the 70's and 80's to fence off small areas. It also contains a grove of 10 oaks planted in the early 70's that are doing well, plus two mature wild service trees in this area, one large sweet chestnut, and 11 notable veteran birch trees.</p> <p>The northern end of the compartment is also getting trampled through heavy use by visiting groups of children.</p> <p>The compartment contains 122 veteran oaks and 78 veteran hornbeams of notable stature.</p>	<p>In central area, coppice groups of young hornbeam in stages, creating coppice areas with light around young oaks to promote them.</p> <p>Continue to thin the grove of oaks in the centre of the compartment.</p>	<p>2018 onwards</p> <p>As required</p>
7	<p>This area, parallel with the road and houses' gardens, has a varied tree structure and species diversity. There is much ivy and bramble, with some bare ground. Ground flora includes wood anemone, lords and ladies, and bluebells. There are 3 mature European limes, 1 very large Norway maple, and a group of elms to the south of Onslow Gate. To north of Onslow Gate are 5 very tall mature silver fir and mature and young blackthorn. Further north is a scattering of various conifers of different sizes, a mature beech, and old hazels and hawthorns.</p> <p>The compartment contains 24 veteran oaks and 41 veteran hornbeams of notable stature.</p>	<p>Monitor elms for Dutch Elm Disease.</p> <p>Control Norway maple seedlings.</p>	<p>All</p> <p>All</p>
8	<p>The western half has a variable shrub layer: bare; or dense holly; or with good hazel, bramble and alder buckthorn in a canopy gap. An excellent dense shrub layer at the southwest corner provides good visual distinctiveness and habitat variety, with 2 young and sapling oaks. There is a patch of young hornbeams along the western edge. In the centre, there is a Wild Learning/Forest School area, where ground is largely bare and heavily trampled.</p> <p>In the eastern half, there is an old but not very robust wild service tree. Holly is abundant, with much ivy and some bare ground. Around the Lodge are a planted mixture of conifers and an early mature beech.</p>	<p>Area for possible pollarding of hornbeams near NW corner.</p> <p>Possible area for glade creation in eastern half.</p>	<p>2018/19</p> <p>2021/22</p>

	The compartment contains 48 veteran oaks and 18 veteran hornbeams, of notable stature.		
9	<p>The western half consists of <b>Conservation Area 5 (1997)</b>, which is now relatively dense, but with much ivy, and holly was beginning to dominate, so it has recently been reduced in an area in the middle. Good mixed tree ages and species, with 4 early mature wild cherries and several planted bird cherries, as well as self-seeded rowan, birch, and goat willow. Hornbeam regeneration is good throughout, but with many young trees recently stripped and killed.</p> <p>In the eastern half, a canopy gap has recently been created by storm damage, and some holly cleared to make way for planted oaks. Otherwise, the ground is heavily shaded and mostly bare.</p> <p>The compartment contains 26 veteran oaks and 18 veteran hornbeams of notable stature.</p>	Within Conservation Area 5 control holly and ivy and re-coppice some hazel and bird cherry every 10 years or so.	As required
		Within Conservation Area 5 re-coppice hornbeams throughout the area.	As required
		Within Conservation Area 5 plant 10 more oaks and 5 or more wild service trees grown from seed from trees on Hampstead Heath, as well as hawthorn and hazel.	2018
10	<p>This compartment includes a fine area of native bluebells, enclosed by dead-hedges, with access to view from a path through the middle, in which holly has been lifted and controlled and ivy kept low.</p> <p>There are many well-spaced large veteran oaks in this area, some of which were photographed in the early 1900s and are still thriving.</p> <p>Three very large mature bundle-planted beech trees grow in a line to north of drinking fountain, with much beech regeneration, including 2 more notable single stem trees. The shrub layer is variable, and there are several old hawthorns.</p> <p>There is a large area of dense holly to the south-west.</p> <p>The compartment contains 85 veteran oaks and 107 veteran hornbeams of notable stature.</p>	Maintain bluebell area as at present, controlling bramble and holly and renovating dead hedge when required.	As required
		Create new Conservation Area in area of dense holly.	2027

11	<p>The eastern end contains a good species diversity of several robust planted hazels and alders, early mature ash, Scots pine, beech, larch, maturing planted red oaks, a very tall silver fir, and a notable old hawthorn. The ground is covered by dense bramble and ivy.</p> <p>In the central section there is abundant holly, but also lots of young yew coming up. There are 5 veteran wild cherries of notable stature.</p> <p>The western end contains 1 mature and 2 early mature beech, some elder, field maple and beech regeneration, and herb bennet covers the ground where storm damage has let in more light. The ground is bare in more shaded places.</p> <p>The compartment contains 10 veteran oaks and 20 veteran hornbeams of notable stature.</p>	There are several uninspiring hornbeams at western end, although one has <i>Ganoderma lucidum</i> at the base. These could be coppiced to create a glade.	2023
		Continue to control ivy on some trees.	As required
12	<p>This compartment contains three Conservation Areas.</p> <p>Holly dominated much of the understory in the southwest of <b>Conservation Area 2 (1982)</b>, but some has recently been laid, and 2 oak saplings planted. There is excellent hornbeam regeneration to the south and west, that is being thinned. A ring of oaks, some non-native, were planted in 1986 as a centenary celebration. 20 young oaks are maturing.</p> <p><b>Conservation Area 8 (2012)</b>, remains fenced (2018). It encloses a length of earthworks. The canopy is relatively open in the western half, where several hornbeams were coppiced, and the ground is covered in a dense layer mostly of bramble, providing useful habitat. There is more tree cover in the western half, and the ground is bare. Young trees have been laid along the northwest boundary, and 8 hornbeams were recently laid at the northern boundary to the area, in order to reduce compaction and trampling in future. The area contains 2 wild service trees of notable stature.</p>	Within Conservation Area 2, reduce tall holly group to south of area to increase light.	2018/19
		Within Conservation Area 2, continue to thin/coppice hornbeams, especially damaged ones.	As required
		Within Conservation Area 2, continue to control holly and ivy.	As required
		Within Conservation Area 8, remove any tree regeneration on the main part of the earthworks.	As required
		Within Conservation Area 8, retain fence around entire area until 2023, while encouraging growth of laid material to reduce access when fence is removed.	As required
		Within Conservation Area 8, continue to transplant young wild service trees	As required

	<p>To the northwest of the area is a section of wood where some hornbeam were coppiced and reduced, and some wild service seedlings have been planted.</p> <p><b>Conservation Area 9</b> was created in early 2017, and works were continued into 2017/18. There has been extensive coppicing and grubbing of holly and 18 hornbeams have been coppiced and 4 reduced, and 6 beeches coppiced and 1 pollarded in order to open the canopy. Holly and other trees have been laid along the northern and southern edges of the area to create a living barrier to supplement some artificial fencing. The area contains several veteran oaks of notable stature, as well as 2 early mature oaks.</p> <p>The compartment contains many very wet patches that could be sites of springs, including an old spring that used to flow regularly, but is now dry, likely due to the influence of a pumping station just outside the northwest side of the wood.</p> <p>The compartment as a whole contains 142 veteran oaks and 77 veteran hornbeams of notable stature.</p>	<p>from the earthwork and into areas to north and south.</p>	
		<p>Within Conservation Area 8, reduce some of the hornbeams on the eastern side of the area.</p>	2019/20
		<p>Within Conservation Area 9, plant oak, small-leaved lime, wild service, hazel, hawthorn and possibly other shrubs.</p>	2018
		<p>Within Conservation Area 9, continue to control holly and laurel.</p>	As required
		<p>Within Conservation Area 9; maintain laid and dead-hedged fencing.</p>	As required
		<p>Outside the conservation areas dig 1-2 scrapes in damp areas.</p>	2019
13	<p>At the northern end, there are several very old hawthorns along the path edge, 1 mature tall beech and 1 tall veteran wild cherry, which is near the sign for the earthwork, which is clearly visible here.</p> <p>In the central section, one of the biggest and most impressive oaks in the wood grows by an old stream bed, where there are also some remnant wood anemones and planted hazel.</p> <p>Further south is one of the largest veteran hollies, an area of early mature oaks, and</p>	<p>Monitor 2 important oaks: one is the largest and most impressive English oak in the wood, and the other is an important Noctule mating roost tree.</p>	As required
		<p>Potential for coppicing a few uninspiring hornbeams in the very southernmost section, being mindful of and not too close to the oak with a bat roost.</p>	2020/21

	<p>some regeneration of oak, hornbeam, beech, cherry and rowan. Otherwise the ground is either bare or covered in ivy. Several old hawthorn and guelder rose still survive here. Further along, in the southern section is another important oak in the middle of the path which contains an old Noctule bat roost. The ground is very bare, but interesting fungi have been found here.</p> <p>The compartment contains 40 veteran oaks and 34 veteran hornbeams of notable stature.</p>	Pollard the large hornbeams on the visible section of the earthwork, by the sign, so they do not uproot in the long term.	2019/20
14	<p>This compartment contains 2 conservation areas, and the highest density of mature oaks in the wood.</p> <p><b>Conservation Area 1 (1997)</b> was cleared, apart from one mature oak, and planted with oaks, many of which are now badly stripped and have damaged crowns as a result; some have died from honey fungus. 33 young oaks survive. This area contains a good density of maturing hornbeams, with scope for future coppicing. Self-seeded birch and goat willow are doing very well, and there is a good population of fungi associated with birch, including fly agaric and <i>Russula</i> spp. Other species thriving include wild cherry, yew, and beech. This area has not been intensively managed or thinned, as an experiment to compare with other Conservation Areas, but management now might be beneficial.</p> <p><b>In Conservation Area 7 (2007)</b>, hornbeams on the western side and southern edge were coppiced, but only one survived. Three were pollarded and have survived. There is very little hornbeam regeneration inside this area. 4 planted oaks and 3 planted wild service trees are growing well just inside and outside the gate into the area. The northwest corner of the area was left alone but fenced to protect a very large oak with owl boxes on it used by tawny owls and kestrels. A hedge was planted on the south-west edge of the oak. Bee hives were introduced into the area in 2016.</p>	Within Conservation Area 1, thin around selected trees, coppice some hornbeam, and control spread of ivy	2018 onwards
		Around Conservation Area 7, keep fence up indefinitely, to protect both the bee hives and bird boxes, and maintain fence by filling paling gaps with holly and replacing posts as they rot. Consider planting more hedge plants along fence line where light allows.	As required
		Within Conservation Area 7, continue to thin around developing oaks and wild service trees and hedge, and coppice self-seeded trees to south of the bee hives.	As required
		Within the area to the south of Conservation Area 1, coppice hazel, and re-coppice every 10-20 years.	2018 onwards
		Continue to cut holly back from field edge to maintain a sunny bank as continued habitat for mining bees.	As required

	<p>Several hornbeams were felled and hazel planted in an area to the south of Conservation Area 1.</p> <p>Crab apple, hazel and hawthorn were planted along the field edge at the southern boundary of the compartment.</p> <p>The compartment contains 170 veteran oaks and 83 veteran hornbeams of notable stature.</p>		
15	<p>This meadow was sown with native wild flower seeds in 2012. Flowers such as black knapweed, yarrow, creeping thistle, hedge and lady's bedstraws and yellow rattle grow amongst the grasses. The wild flowers provide good nectar to bees and other invertebrates.</p>	<p>Control any bramble and reduce creeping thistle if it becomes invasive. Lift and pull out grass around wild flowers, making sure that grass is reduced around some yellow rattle seed-heads.</p>	<p>As required</p>

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	28 November 2018
<b>Subject:</b> Proposed Hampstead Heath Management Strategy 2018-2028	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Lucy Gannon, Open Spaces Department	

## Summary

The purpose of this report is to present the Hampstead Heath Management Strategy (formerly Plan) 2018-2028 for approval.

The proposed Strategy has been developed following consultation with key stakeholder groups and incorporates the views and representations of the Hampstead Heath Consultative Committee when it met in October 2018. A key change is that the document is now referred to as the Hampstead Heath Management Strategy 2018-2028.

## Recommendations

It is recommended that:

- Members approve the proposed Hampstead Heath Management Strategy 2018-2028.

## Main Report

### Background

1. The ten-year term of the 2007 Hampstead Heath Management Plan concluded in 2017 and development of a Management Strategy (the Strategy) to guide management of Hampstead Heath for the next ten years is almost complete.
2. A review of the 2007 Hampstead Heath Management Plan was undertaken in 2016, in consultation with Members of the 2007 Plan Working Groups and Open Spaces staff. The review recommended five themes for developing the new Strategy. These were endorsed by Members of this Committee in November 2016 and have shaped the development of the Strategy and the new Management Framework for the Division.

## **Current Position**

3. The proposed Strategy builds on the 2007 Hampstead Heath Management Plan and aims to be:
  - Short and concise, to enable it to be readily updated/reviewed.
  - Outcomes-based and measurable.
  - Embedded into the new Management Framework and our ways of working.
  - In accordance with the four themes of the Heath Vision.
  - Aligned with the City of London Corporate Plan and its format.
4. Extensive engagement with stakeholders, Members and the wider community has informed development of the Heath Vision and this Strategy.
5. The Strategy has been developed in accordance with the Design Council Commission for Architecture and the Built Environment (CABE) guide to best practice and complies with requirements for Green Flag and other schemes.

## **Proposals**

6. The Strategy has evolved in response to feedback, consultation and further review undertaken throughout September and October 2018. A key change is to refer to the document as a Strategy rather than a Plan. This suggestion was received during several consultations and reflects the revised approach. Key to this is the removal of management actions from this high-level strategic document to the newly established Divisional Plan.
7. Appendix 1 presents the Strategy which adopts an outcomes-based approach to achieve the aspirations of the Heath Vision. The Strategy is embedded in the new Management Framework which establishes a direct link between the medium to long-term priorities in the Strategy, and the work delivered on the ground.
8. The proposed format is in line with the Corporate Plan (see Appendix 2).
9. Public consultation on the proposed outcomes, priorities and commitments set out in the Strategy was conducted via an online survey in October and November 2018. There was strong support from survey respondents for the Outcomes and how they align with the Heath Vision. A summary report is provided in Appendix 3.
10. Members of the Hampstead Heath Consultative Committee have been consulted throughout the development of this Strategy, commencing in 2016, and their views and suggestions have shaped the Strategy and the wider Management Framework. The Strategy incorporates the views and representations of the Hampstead Heath Consultative Committee when it met on 29 October 2018 (refer to Appendix 3).

11. Design services have been procured to design and publish the Strategy to comply with the Open Spaces identity and to reflect the style of the Corporate Plan.
12. The Superintendent proposes a soft launch of the Strategy in early 2019 followed by a public launch in March 2019 as part of the Management Framework, together with the revised Divisional Plan and Annual Work Programme for 2019/20 and the Transition Plan.

### **Corporate & Strategic Implications**

13. The Strategy and associated Management Framework aligns with the City of London Corporation's annual business planning cycle. The outcomes-based approach aligns with the wider City of London Corporation approach to develop high-level outcomes for the Open Spaces Department Business Plan 2018 - 2023 and the Corporate Plan.
14. The approach being taken at Hampstead Heath is a strong example of how the objectives of the Corporate Plan are delivered to communities on the ground at a local level.
15. Resources and funding for implementation of the priorities set out in the Strategy will be allocated annually via the 3-year rolling Divisional Plan, as projects and work streams are prioritised.

### **Conclusion**

16. The proposed Strategy reflects the recommendations of the 2016 Review in that it adopts an outcomes-based approach and is embedded in the Management Framework for the Division.
17. The proposed Hampstead Heath Management Strategy sets high-level priorities that will guide management of the Heath over the next decade to ensure the aspirations of the Heath Vision can be realised.

### **Background Papers**

- Update on the Management Plan for Hampstead Heath, 29 October 2018 Report to Hampstead Heath Consultative Committee.

### **Appendices**

- Appendix 1 – Proposed Hampstead Heath Management Strategy 2018-2028.
- Appendix 2 – City of London Corporate Plan 2018-2023.
- Appendix 3 – Summary of consultation

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# Hampstead Heath Management Strategy 2018 - 2028

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# Contents

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Foreword.....	3
Hampstead Heath .....	4
Heath Vision .....	4
About this Strategy.....	6
How this Strategy will be used .....	6
Realising the Heath Vision.....	7
What we aim to achieve in the next ten years .....	8
Theme: The Heath is protected and conserved .....	8
Priority 1: A mosaic of natural habitats is maintained and flourishes.....	9
Priority 2: Heritage aspects and landscape character are maintained.....	10
Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values .....	11
Theme: The Heath enriches lives.....	12
Priority 4: Improved physical health, mental health and emotional well-being	12
Theme: The Heath is inclusive and welcoming .....	13
Priority 5: Increased Social Inclusion.....	13
Priority 6: Diversity and equality .....	14
Theme: Together we care for the Heath.....	14
Priority 7: Increased sense of collective ownership and personal responsibility	15
Priority 8: Visitor behaviour is pro-environmental .....	15
Priority 9: People treat the Heath and others with respect .....	16
Priority 10: Responsible Management.....	16
Learning and improving.....	17
List of appendices .....	19
Links .....	19
References .....	19
Appendices.....	20

## Foreword

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Managing Hampstead Heath is all about finding a balance between the enjoyment of visitors and the conservation of the Heath. As well as finding a balance between the varied, and sometimes contradictory, needs of different user groups, activities, experiences and impacts.

Meeting this challenge is not about changing everything we do. It is about building on the good work of the past ten years and about working together to achieve our goals. This ten-year Strategy for Hampstead Heath will guide us through this important work.

Underpinning this Strategy is the Heath Vision, which sets out our shared aspirations for the future of the Heath.

This Strategy provides a framework for managing the Heath and uses an outcomes-based approach to define the future state we aspire to achieve. Identifying measures for success will enable us to monitor progress and stay on track to realise our long-term goals, as expressed in the Heath Vision.

This Strategy has been the result of much collaboration. It is thanks to the commitment and passion of the many people who shared their ideas, time, aspirations and love for the Heath that this Strategy has been produced. This will guide the City of London Corporation and its work with the community safely into the future.

This Strategy is built on the foundation of the **Hampstead Heath Management Plan Part 1 – Towards a plan for the Heath 2007-2017**, together with its supporting discussion papers and policy documents. It builds on the comprehensive narrative, objectives, actions and aspirational goals that are expressed and updates them to reflect the Heath Vision and the new Management Framework.

The next decade will see two significant milestones. The year 2019 marks 30 years of the City of London Corporation caring for Hampstead Heath, following the London Government Reorganisation (Hampstead Heath) Order 1989. The year 2021 will mark 150 years since the foundation legislation, the Hampstead Heath Act 1871, which brought the original Heath into public ownership.

The City of London Corporation is proud to be the custodian of this remarkable open space, and to work with our partners and the wider Heath community to realise the Heath Vision.

*Chairman of Hampstead Heath, Highgate Wood and Queen's Park  
Committee*

## Hampstead Heath

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Hampstead Heath is a 275-hectare Open Space. The City of London Corporation (the City) became the custodian of Hampstead Heath in 1989, following the abolition of the Greater London Council in 1986. The Heath is a registered charity (No. 803392) and relies on substantial funding from the City, along with revenue generated through services, various grants and donations. The objective of the charity is the preservation of Hampstead Heath for the recreation and enjoyment of the public.

An island of beautiful countryside, the magic of Hampstead Heath lies in its rich wildlife and extensive sports, learning, play and recreational opportunities, and in its proximity and accessibility to millions of people.

Hampstead Heath's mosaic of habitats includes woodland, grassland, scrub, remnant heath and open water, providing a valuable resource for wildlife just six kilometres from the centre of London. It is of national as well as regional importance. The City aims to maintain and extend the Heath's status as key habitat for London's wildlife. Hampstead Heath is home to a number of priority species identified in the UK Biodiversity Action Plan, including kingfishers, grass snakes and hedgehogs.

## Heath Vision

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The City welcomes and values its role as custodian of the Heath. We place great importance on its stewardship for current and future generations.

The Heath Vision sets out shared community aspirations for the Heath 50 years into the future, expressed in four broad themes:

- We protect and conserve the Heath
- The Heath enriches lives
- The Heath is inclusive and welcoming
- Together we care for the Heath.

Everything we do contributes towards the realisation of the Heath Vision in the long term. The Outcomes and Priorities in this Strategy set out the focus for our efforts over the next ten years.

## Heath Vision

### **We protect and conserve the Heath**

Our lives are enriched by this treasured and ancient landscape, a stretch of rolling countryside and wide vistas in this crowded city.

The Heath's varied landscape has been shaped by human hands over centuries and is carefully managed to conserve its unique mix of wild and natural spaces, rich mosaic of habitats, heritage gardens, sporting, play and visitor facilities.

Its magical ponds, trees and heathland that support diverse plants and wildlife thrive, flourish and remain resilient to changes over time.

The fringes of the Heath are protected from encroaching urbanisation with expanding green corridors linking to a wider network of green spaces to enhance biodiversity and improve the air we breathe.

The Heath is valued as a relaxing respite from urban life, a peaceful and tranquil refuge for reflection and recharging, where we can connect to nature and feel refreshed.

### **The Heath enriches our lives**

The Heath contributes immensely to our mental, emotional and physical health and wellbeing, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.

Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.

Experiencing the Heath's rich natural, built and cultural heritage deepens our understanding of our connection with nature, place and the past.

The Heath remains constant through time, witnessing generations upon generations growing up and growing old, a place of cherished memories, rites of passage, the source of stories, the family friend.

### **The Heath is inclusive and welcoming**

The Heath is an inclusive, open access space that brings people together and fosters social cohesion. It is a safe space with freedom for all to play, socialise, relax and keep active with minimal restrictions. Diverse communities are reflected in our visitors, staff and volunteers. Engagement is ongoing and perspectives, both old and new, are welcomed, shared and respected.

A diversity of activities and interest groups is welcomed. A balance for all is achieved through a culture of mutual respect, compromise and individual responsibility.

### **Together we care for the Heath**

We are all custodians of the Heath and we strive to 'tread lightly', mindful of the potential impact of our activities. We learn from each other and collaborate to find a balance, ensuring the needs of the Heath community are valued and reflected.

We entrust a skilled and committed City team to lead a collaborative partnership with dedicated and valued volunteers, working with an empowered and representative Heath community.

United in our passion and love for Hampstead Heath we work together to realise our shared aspirations.

## About this Strategy

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The purpose of this Strategy is to ensure the aspirations of the **Heath Vision** are embedded in our work at all levels. This Strategy is at the forefront of a new Management Framework designed to ensure effective prioritisation, implementation, learning and continuous improvement.

The first part of the Management Framework is this 10-year **Strategy**. This has provided an opportunity to step back from the day-to-day running of the Heath and take a strategic and longer-term view. It is a chance to identify opportunities and challenges that might otherwise get lost amidst the pressures of managing one of the country's busiest open spaces.

The **Divisional Plan** identifies priority projects for development, resourcing and implementation over a 3-year period and acts as a business plan for delivering on the priorities set out in this Strategy.

The **Annual Work Programme** and other delivery-level documents, including Compartment Management Plans and the City Surveyor's Department Cyclical Work Programme, set out cyclical tasks that are planned and delivered on an annual or seasonal basis.

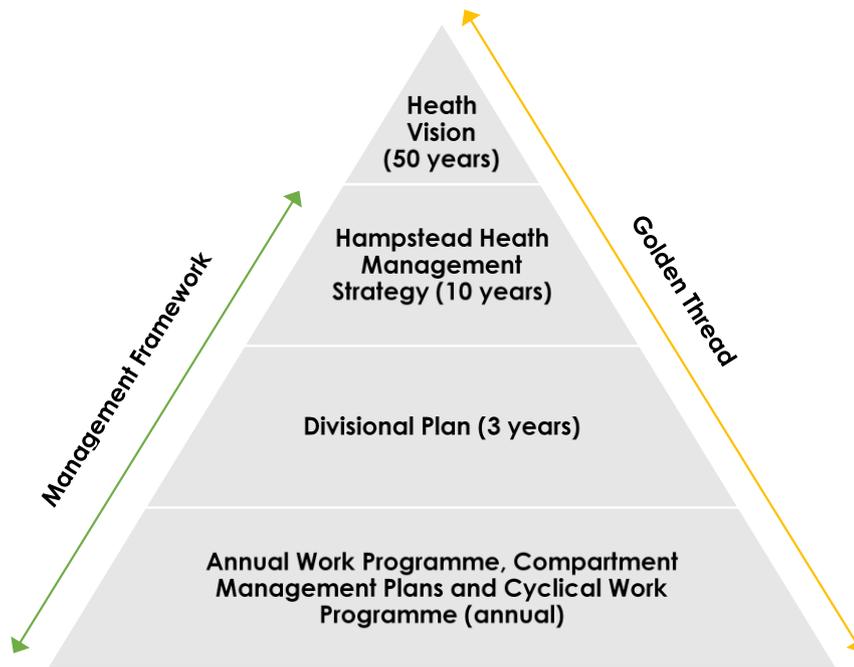
The Management Framework for Hampstead Heath sits within the wider City of London Corporate structure. The **Golden Thread** directly links the Outcomes in this Strategy to the City of London Corporate Plan, The City of London Corporation Open Spaces Department Business Plan and the Hampstead Heath Management Framework.

The Corporate Plan sets out the City's Vision and is a tool to guide thinking, planning, decision-making and evaluation. The City of London Corporation Open Spaces Department Business Plan draws upon the aims of the Corporate Plan, sets out the Open Spaces Department objectives and provides links to show which outcomes in the Corporate Plan they are helping to achieve.

## How this Strategy will be used

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This Strategy sits at the head of the Management Framework to guide our thinking and decision-making, as well as helping to ensure that everything we do takes us closer to achieving the Heath Vision.



**Figure 1: Management Framework for Hampstead Heath**

Whilst the overarching strategic direction may not change, embedding this Strategy at the top of the Management Framework will enable implementation to vary in response to change. The detailed information about how each part of this Strategy will be implemented, including priority projects, work streams, resources, policies and guidelines, is contained in the Divisional Plan and associated Annual Work Programmes.

The extent to which the Outcomes and Priorities in this Strategy can be realised is dependent on the prioritisation of resources and allocation of funding, and will also be responsive to the changing environmental, social and economic climate. The ambitions set out in this Strategy will ensure we are well placed to face these challenges over the next 10 years, by developing fresh approaches to partnership working, income generation, community engagement and provision of our visitor services.

The Strategy sets out the Priorities which will guide day to day decision making. There will be situations where conflicting needs and activities arise, and an assessment will need to be made about what is prioritised. All of the four Outcomes are important and must be carefully considered when deciding how to act to achieve the greatest impact.

## **Realising the Heath Vision**

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Drawing on the Heath Vision, the benefits that arise from the Heath can be expressed as four Outcomes, which will shape the management of the Heath over the next ten years. Assessing our progress against these Outcomes will

help us to understand how well we are progressing towards achieving the Vision.

The aspirations of the Heath Vision are shared by the community and the City and express a sense of shared stewardship and of caring for the Heath together. This Strategy sets out the City's priorities for the next ten years and our commitment, as custodian of the Heath, to realising the Vision.

We will plan our work to ensure it contributes to achieving each of the four Vision themes and corresponding Outcomes, as set out below.

Heath Vision theme	Strategic Outcomes
We protect and conserve the Heath	<b>(A)</b> The Heath is maintained as a flourishing green space and historic landscape
The Heath enriches lives	<b>(B)</b> Improved quality of life for Heath visitors
The Heath is inclusive and welcoming	<b>(C)</b> The Heath is inclusive and welcoming to a diverse range of visitors
Together we care for the Heath	<b>(D)</b> Greater number and diversity of people taking care of the Heath

Achieving these Outcomes will depend on a range of enabling factors being in place, including the engagement of staff, volunteers and visitors to the Heath, as well as sufficient resources and skills to deliver activities and projects.

## What we aim to achieve in the next ten years

This Strategy sets out ten strategic Priorities and the associated Commitments, which we will aim to achieve during the coming ten years.

### Theme: The Heath is protected and conserved

At the heart of the Heath Vision is a conviction that the natural qualities of the Heath are its richest asset. The Heath must be conserved to ensure the lives of current and future generations may continue to be enriched by the Heath. The Heath Vision describes the Heath's varied landscape as having been shaped by human hands over centuries. It emphasises

careful management to conserve its unique mix of wild and natural spaces, rich mosaic of habitats, heritage, gardens, sporting, play and visitor facilities. In short, to ensure its rich mosaic of habitats continues to thrive and flourish, remaining resilient to changes over time.

### **Outcome A: The Heath is maintained as a flourishing green space and historic landscape**

Striking a balance between enabling access for visitors to experience the many ways that the Heath enriches lives, alongside the conservation of its natural, built and cultural heritage, hinges on an integrated and multi-faceted approach. Recent monitoring has shown an increase in wildlife such as dragonflies, frogs and some bird species. Augmenting the well-established and effective conservation focus of the past ten or more years with the proactive management of visitor impacts and other impacts including those from outside the Heath boundary, will be key over the next ten years to build a shared sense of responsibility and collective care for the Heath.

#### **Priority 1: A mosaic of natural habitats is maintained and flourishes**

Effective ecological management by staff working with volunteers and partners will ensure habitats are biodiverse, and that their conservation value continues to be sustained and enhanced. Combining traditional and innovative conservation activities to manage natural ecological processes is essential to maintain the mosaic of diverse habitats. This includes active control of woodland succession and the corresponding reduction in heathland and meadow that has occurred over the past century. Monitoring and proactively managing other threatening processes such as invasive species, pests and diseases and the impacts of a changing climate, will build resilience to future challenges. As will enhancing habitat connectivity by looking beyond the Heath to realise its significance as an integral part of the wider green space network.

We will focus on ensuring:

- The extent of each broad habitat type is maintained at current levels.
- Nature conservation and biodiversity value are enhanced.
- Habitats are thriving and resilient to change.

## **Commitment**

To achieve this, we will:

1. Continue proactive monitoring and management of natural habitats and proportionate interventions, in order to maintain the distribution of habitat types across the Heath with reference to the 2009 Vegetation Survey.
2. Conserve and manage habitats to enhance biodiversity, resilience and capacity to support diverse plants and wildlife.
3. Develop a long-term plan for the protection and succession of our veteran and ancient trees.
4. Enhance connectivity of areas of conservation value, both on the Heath and beyond its borders, to enhance the wider habitat network.
5. Proactively monitor and manage threatening processes to mitigate their impact, including invasive species, pests and disease, pollutants and impacts of climate change.

## **Priority 2: Heritage aspects and landscape character are maintained**

The varied and open character of the Heath landscape is a function of its underlying geology and topography, overlaid with centuries of human intervention, resulting in distinctive views and vistas, both from and towards the Heath. The interplay between the landscape character, archaeological remnants and historical features, and the wider London context, is unique. A proactive approach to identifying and recording the Heath's heritage and archaeology will ensure the distinctive history of the Heath continues to be conserved. Co-operation among the local community and partner organisations to protect fringes from encroaching urbanisation will ensure this signature landscape character is valued and conserved. Connecting to the Heath landscape is an important aspect of mental health and well-being and enriching lives (as set out in Priority 4).

We will focus on ensuring:

- Historic assets are conserved, and sensitive areas are protected from impacts.
- Landscape character is maintained.
- Encroachment and detrimental development are resisted.

### **Commitment**

To achieve this, we will:

6. Protect areas of high conservation value and develop conservation objectives for historic features, in order to inform their management and interpretation.
7. Ensure priority views and vistas of historic and cultural value are managed.
8. Proactively participate in local planning processes to resist development that would be detrimental to the landscape character, ecology and hydrology of Hampstead Heath and its environs.
9. Safeguard the Heath boundary by managing wayleaves, licences and covenants and work with partners to secure strategic land acquisitions.

### **Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values**

An integrated approach of proactively engaging with visitors and user groups to manage the potential impacts of their activities, and protecting sensitive sites and values from adverse impacts, is key to achieving our conservation outcomes. The legislative and statutory powers, including the Opens Spaces Act 2018, will be used to guide and regulate organised and commercial activities. With more diverse visitors treating the Heath with respect and sharing collective responsibility for its care, our ability to maintain a flourishing natural space can be achieved, despite the increasing pressures from a growing population.

We will focus on ensuring:

- Levels of organised activity are managed and controlled.
- Visitor and other impacts are mitigated, and sensitive areas and values are protected.
- A collaborative approach to monitoring activity levels, impacts and the effectiveness of mitigation.

### **Commitment**

To achieve this, we will:

10. Establish a system of management zones across the Heath that sets out conservation objectives and defines areas or sites containing values that may be vulnerable to impacts, by developing the current system of Compartment Management Plans.

11. Develop and implement policies to guide the effective management of organised activities.
12. Proactively engage with visitors and interest groups to develop a culture of collective care for the Heath.
13. Embed monitoring, insight and continuous improvement into the design and delivery of visitor services.

## Theme: The Heath enriches lives

The Heath contributes immensely to our mental, emotional and physical health and wellbeing, providing free access to roam in the outdoors, to pause and observe, play, explore, discover and learn about the natural world. It is also a destination for outdoor sports and recreation, supporting active, healthy lifestyles. Experiencing its rich natural, built and cultural heritage is life-enhancing, contributing to improved mental, emotional and physical health and well-being.

### **Outcome B: Improved quality of life for Heath visitors**

Quality of life for visitors to the Heath is enhanced through improvements to physical health, mental well-being and reduced social isolation, outcomes that are mutually supportive. Many aspects of well-being are achieved by maintaining a variety of experiences and activities, which appeal to a range of people; both formal and organised sporting pursuits and informal or passive recreation. The sense of space, wildness and heritage of the Heath encourages adventure, relaxation and connection with other visitors. Reducing social isolation, increasing diversity and promoting social inclusion are key elements of improving mental health and emotional well-being, and are addressed in the following section (Outcome C).

The benefits of maintaining a variety of opportunities for physical activity need to be balanced with impacts on the ecology, heritage and tranquillity of the Heath. Consequently, monitoring the level, type and impact of these activities is important, as set out in Priority 3.

### **Priority 4: Improved physical health, mental health and emotional well-being**

We will focus on ensuring:

- The range and quality of experiences and opportunities on Hampstead Heath encourages increased participation in outdoor recreational activities and sports on the Heath.
- An increased connection to nature and seasonality, heritage and place.

## **Commitment**

To achieve this, we will:

14. Work with partners to sustain a range of experiences, activities and sports that offer broad appeal to a wide range of people.
15. Sustain and enhance access for a diverse range of users to peaceful and tranquil experiences on the Heath to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised.
16. Ensure sports and recreational facilities undergo regular review in partnership with City Surveyor's Department.
17. Embed our goal to increase active outdoor participation into everything we do, (for example, in the design of facilities, services and activities, including events programme, learning programme, nature conservation, volunteering, operational services, information and communication).

## **Theme: The Heath is inclusive and welcoming**

The Heath Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected.

### **Outcome C: The Heath is inclusive and welcoming to a diverse range of visitors**

#### **Priority 5: Increasing social inclusion**

Social inclusion depends, most importantly, on increasing the diversity of Heath visitors, but also on people interacting with each other. This is likely to flow from people feeling informed and confident about visiting and participating in activities on the Heath. Combined with a sense that the Heath is welcoming, this will lead to people feeling safe on the Heath and foster a sense of belonging. Communication, education and outreach, working with a range of partners, schools and local organisations, will mean more people have the knowledge and confidence to visit the Heath.

To increase the contribution the Heath makes to social inclusion, we will focus on ensuring:

- People feel welcome and safe.
- People know about the Heath, what is on offer and how to take part.
- A greater range of people feel confident about visiting the Heath.

### **Commitment**

To achieve this, we will:

18. Develop information, communication and engagement activities to optimise accessibility for people of all ages, abilities and backgrounds.
19. Collaborate with partners to ensure visitor information addresses perceived barriers to visiting the Heath.
20. Encourage staff, volunteers and partners to be 'ambassadors' who are visible, ready to assist, and share their knowledge and love of the Heath.

### **Priority 6: Diversity and equality**

As well as ensuring activities appeal to a broad range of people, the Heath needs to be physically and financially accessible to a wide range of visitors. To achieve this, we need to build our knowledge of the 'Heath community' – to understand who does and does not visit the Heath and why. This insight will enable us to identify barriers, both real and perceived, and then develop ways to address these, optimising opportunities for the Heath to enrich the lives of a diverse and changing community.

We will focus on:

- Creating accessible environments for more diverse visitors by removing barriers that may exist for different groups who experience more exclusion or disadvantage than others.

### **Commitment**

To achieve this, we will:

21. Proactively seek insights into the needs of Heath visitors including the barriers affecting different groups.
22. Ensure visitor facilities and the range of Heath experiences are accessible and relevant to a diverse range of users.
23. Monitor visitor needs to ensure Heath services and activities are financially inclusive.

## **Theme: Together we care for the Heath**

The Heath Vision describes a place where everyone is a custodian of the Heath and strives to 'tread lightly', mindful of the potential impact of their activities. A site where the City leads a collaborative partnership with dedicated and valued volunteers, working with an empowered and representative Heath community. A place where people learn from each

other and collaborate to find a balance, ensuring the needs of the Heath community are valued and reflected.

United by our passion and love for Hampstead Heath, we must work together to realise our shared aspirations.

## **Outcome D: Greater number and diversity of people taking care of the Heath**

### **Priority 7: Increased sense of collective ownership and personal responsibility**

Hampstead Heath is founded on community activism and has a colourful history of public challenge and robust debate, from which strong partnerships were forged along with a sense of 'ownership'. Ensuring this 'community voice' is inclusive and remains representative of diverse stakeholders is critical to achieving the aspirations of the Heath Vision. Effective communication and improving access to information about management activities and ways to get involved is key to building a culture of shared custodianship. Volunteering is a wonderful example of how a culture of shared custodianship makes a huge impact to managing the Heath.

We will focus on:

- Inclusive decision-making.
- Diverse volunteering opportunities.

#### **Commitment**

To achieve this, we will:

24. Embed transparency and effective engagement into the Management Framework and consultative processes, to ensure a continued dialogue with stakeholders.
25. Enable participation by a diverse range of stakeholders.
26. Work with partners to develop diverse opportunities for volunteering.
27. Share the complexity of finding a balance and seek to collaborate to develop solutions to issues affecting the Heath.

### **Priority 8: Visitor behaviour is pro-environmental**

Encouraging visitors to adopt pro-environmental attitudes towards the Heath requires outreach, together with educational activities and resources that inform people about the Heath environment and the actions that will protect it. This links closely to Priority 3, maintaining a balance between visitor activities and the conservation of natural, built and heritage assets. Success is

largely dependent on visitors adopting responsible and considerate behaviours.

We will focus on:

- Improved visitor understanding of management activities and decisions.
- Improved visitor knowledge of the Heath's environment and how to conserve it effectively.

### **Commitment**

To achieve this, we will:

28. Deliver effective communication and engagement that ensures information is readily accessible and responsive, encouraging learning and understanding.
29. Build awareness and promote education about caring for the Heath into all communications and activities.
30. Foster a 'tread-lightly' ethos, and partner with user groups and local organisations to develop a culture of shared custodianship.

### **Priority 9: People treat the Heath and other visitors with respect**

We will focus on:

- Ensuring a greater range of people feel a sense of 'everyone's Heath' – covering individuals and groups.

### **Commitment**

To achieve this, we will:

31. Model and share the aspirations of the Heath Vision for a 'Heath community' that is respectful and tolerant towards visitors, interest groups and partners.
32. Engage effectively through the Heath Constabulary, staff, volunteers and partners.
33. Provide opportunities for a lasting connection with the Heath through volunteering, sponsorships, legacies and endowments.

### **Priority 10: Responsible Management**

To achieve our Outcomes, we must understand what we do well, while being open to trying new things and learning as we go. Working together as custodians of the Heath in order to pass it on to the next generation in as good, or better, condition.

The way we work to implement this Strategy will be guided by the City of London Corporation's Corporate Plan and the wider policy and strategic framework, as it develops and adapts throughout the ten-year period. These ways of working can be grouped into three strands.

We will focus on:

- Effective partnerships & collaboration.
- Environmental, financial & social responsibility.
- Being future ready.

### **Commitment**

To achieve this, we will:

34. Continue to build and grow positive relationships with stakeholders.
35. Sustain existing partnerships and establish new connections to enable collaboration and optimise our impact.
36. Strong governance, working within the legislative and policy framework, meeting our statutory obligations and upholding the Hampstead Heath byelaws.
37. Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.
38. Create positive social and environmental value through responsible business practices.
39. Provide environmental stewardship in the use of resources and associated emissions to provide a clean environment and drive down the negative effects of our own activities.
40. Build resilience to natural and human threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.

## **Learning and improving**

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### **Implementation**

The Management Framework enables a seamless transition from the 2007 Plan to the adoption of this Strategy, with priority projects identified in the 3-year Divisional Plan and cyclical activities implemented via the Annual Work Programme.

The implementation of this Strategy will be overseen by the Hampstead Heath, Highgate Wood and Queen's Park Committee. The Hampstead Heath Consultative Committee comprises representatives from local organisations and amenity groups for the purposes of making representations to the

Hampstead Heath, Highgate Wood, Queen's Park Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect the Heath Lands.

An annual review and update of the Divisional Plan will be undertaken, and an annual report prepared. Resources will be allocated to priority projects on a three-year rolling basis, informed by the Outcomes and Priorities in this Strategy and aligned with the Corporate Business Planning cycle.

There is likely to be change during this Strategy's ten-year term, and so we will seek to learn what works, what our best contribution can be, who we can partner and collaborate with, and how we should adapt.

A mid-term review of this Strategy will be undertaken, with findings and recommendations published in 2024.

A full review of this Strategy will occur in 2028.

### **Monitoring**

Monitoring and tracking progress towards achieving the Outcomes will help us to understand the impact of our work, and to share and celebrate its success.

In year one, as we embed this Strategy into our ways of working, we will develop a Measurement Framework to guide us in assessing our progress towards achieving the Outcomes and delivering our Priorities.

### **Learning and improving**

Monitoring the changes or benefits that result from our activities provides insight and understanding of the effectiveness of our actions and where we can develop our work to make the biggest difference.

Evaluating effectiveness enables us to check our course and to make corrections in a timely manner, capturing learning and building in improvements as we go.

### **Communicating our impact**

An annual update will be produced, covering each theme, to demonstrate our progress. The update will reflect on what has been achieved and will set out the priorities we will be focusing on in the following year.

## List of appendices

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1. Map of the Heath
2. Legislative Framework
3. Developing this Strategy – including a summary of stages and consultation

## Links

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2007 Hampstead Heath Management Plan

2007 Management Plan Transition Plan

2009 Vegetation Survey

Corporate Plan 2018 – 2023

Responsible Business Strategy 2018 - 2023

Open Spaces Department Business Plan

Divisional Plan

Annual Work Programme

## References

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Community Consultation for the Heath Vision Report

Outcomes framework and measurement table Report

# Appendices

## Appendix 1: Map of the Heath




  
**Hampstead Heath**  
 Registered Charity

## Appendix 2: Legislative Framework

The City of London Corporation has powers and duties under various Acts of Parliament to manage and protect Hampstead Heath as an open space, primarily transferred to them by the London Government Reorganisation (Hampstead Heath) Order 1989.

The foundation legislation is the Hampstead Heath Act 1871. Under this Act the City of London Corporation:

- Subject to the provisions of the Act, must forever keep the Heath open, unenclosed, and unbuilt on (subject to certain exceptions), protect the Heath and preserve it as an open space and prevent, resist and abate encroachments (section 12).
- Must not sell, lease, grant, or in manner dispose of any part of the Heath (section 13).
- Must not cut turf or dig gravel etc. or fell or cut gorse, heather, timber or other trees, shrubs etc. on the Heath for profit (section 14).
- May drain, level and improve the Heath, as far only as in the City's judgment from time to time is required, with a view to its use for purposes of health and unrestricted exercise and recreation (section 15).
- May plant trees and shrubs on the Heath for purposes of shelter or ornament and make temporary enclosures for the protection thereof (section 15).
- Must at all times preserve, as far as may be, the natural aspect and state of the Heath, and to that end must protect the turf, gorse, heather, timber and other trees, shrubs and brushwood (section 16).
- Must maintain and keep the original ornamental grounds in good order and condition (s.17).
- May erect and maintain ornamental buildings (subject to height restraints) as they think requisite for the accommodation of keepers, constables or other officers or for other public or useful purposes (section 18).

Sections 1,3,12-18,24,36,41-42 as amended by SI 1965/540 remain in force, the other sections having been repealed.

The Local Government Reorganisation (Hampstead Heath) Order 1989 transferred to the City of London Corporation the statutory functions formerly exercised by the GLC in relation to the Heath under a variety of legislation

and set out some additional functions. The City of London Corporation's functions include:

- Provision of facilities for public recreation (Article 7 of the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967).
- Grant of licences to provide facilities and letting of land and buildings for public recreation (Article 8 of above 1967 Act).
- To close parts of the Heath for the purpose of or in connection with the cultivation or preservation of vegetation in the interests of public amenity or in the interests of public safety. (Article 9 of above 1967 Act).
- Charging in respect of user of open space (Article 10 of above 1967 Act).
- Organising or conducting competitions in connection with any recreational activities for which it has power to provide facilities (Article 13 of the 1967 Act).
- Making byelaws (s.15 Open Spaces Act 1906)
- Provision of entertainments (s.145 Local Government Act 1972)
- Provision of recreational facilities and making such facilities available to persons at a charge or otherwise (s.19 of the Local Government (Miscellaneous Provisions) Act 1976)
- Appointment of Management and Consultative Committees with statutorily defined constitutions (Articles 8 and 9 of The London Government Reorganisation (Hampstead Heath) Order 1989).
- Maintenance of a trust fund for defraying expenditure on the management and maintenance of the Heath (Articles 6 and 7 of the 1989 Order).

The City of London Corporation has acquired additional statutory powers set out in the City of London Corporation (Open Spaces) Act 2018. The 2018 legislation was promoted because much of the legislative framework relating to the open spaces managed by the City of London Corporation, including Hampstead Heath, dates from the 19<sup>th</sup> Century. While the 19<sup>th</sup> Century legislation serves its purpose of preserving the open spaces for public recreation and enjoyment there are some respects where it is unclear or out of date which left the Corporation to exercise management powers in reliance on implied or common law powers or its position as landowner rather than on express statutory powers. The 2018 Act clarifies and supplements the City of London Corporation's management powers, giving a clear statutory basis for existing activities. It also grants new up to date management powers, including in relation to enforcement.

Section 4(1)(a) applies to the 2018 Act the key objectives and protections for Hampstead Heath in the 1871 Act, namely sections 12,14 and 16 (which provide for the preservation of Hampstead Heath as an unenclosed public open space, the prohibition of the sale of turf, gravel or other material, and the preservation of its natural aspect).

The powers in the 2018 Act relevant to Hampstead Heath are:

- Land management powers permitting the cutting, felling, lopping etc. of any trees, pollards, gorse or other material, the scraping of soil and the grazing of cattle and other animals if it appears necessary or expedient for the proper management or husbandry of the open space and its flora and fauna (section 5).
- Letting of buildings for a period not exceeding 15 years or, where there are exceptional circumstances, 21 years (section 6).
- Holding of events and provision of facilities for events having regard to an events policy prepared in consultation with the Hampstead Heath Consultative Committee (section 7).
- Grant of rights for utilities (section 8).
- Entering into agreements with highway and traffic authorities (section 9).
- Making a licensing scheme to control commercial activity and granting of licences for such activities (section 10).
- Issue of fixed penalty notices for certain offences, including offences under the byelaws (section 11).
- Power to require name and address of person where an authorised officer has reason to believe the person has committed an offence in the open space (section 12).
- Removal and disposal of unauthorised articles left in the open space (section 13).
- Power for authorised officers to represent the Corporation in legal proceedings in the Magistrates' Court (section 15).

The byelaws applicable to Hampstead Heath were originally made by the London County Council and approved by the Secretary of State in 1932. They now have effect as if made by the City of London Corporation under the provisions of the 1989 Order and Open Spaces Act 1906. The provisions of the byelaws are subservient to any relevant provisions in primary legislation in respect of the Heath.

The byelaws are enforced by the Hampstead Heath Constabulary and regulate matters such as:

- Causing damage or injury to property or vegetation.
- Trespass (e.g. camping without a permit).

- Erecting buildings or obstructions without or otherwise than in accordance with a permit.
- Traffic
- Horses, dogs and other animals
- Nuisances
- Sale of articles, exhibition of advertisements, etc.
- Plying for hire
- Public meetings.
- Music and singing
- Soliciting or gathering money.
- Games, drilling etc.
- Obstructing officers of the council, constables etc.
- Offenders, penalties etc.

**Appendix 3: Developing this Strategy – including a summary of stages and consultation (in preparation)**



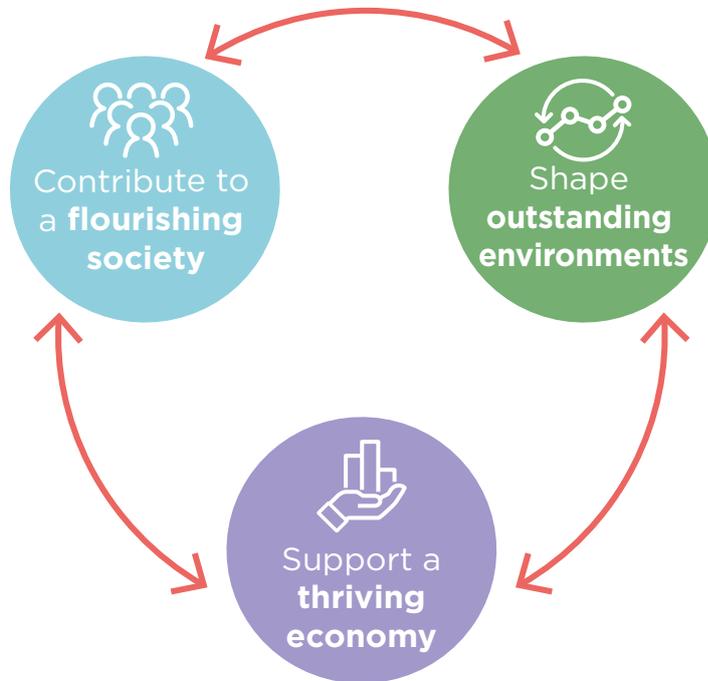
Our  
**Corporate  
Plan** 2018 - 23



## Our vision

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

## We aim to...



By strengthening the character, capacity and connections of the City, London and the UK for the benefit of **people who live, learn, work and visit here.**

Everything we do contributes towards the achievement of twelve outcomes:



### Contribute to a flourishing society

1. People are safe and feel safe.
2. People enjoy good health and wellbeing.
3. People have equal opportunities to enrich their lives and reach their full potential.
4. Communities are cohesive and have the facilities they need.



### Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
6. We have the world's best legal and regulatory framework and access to global markets.
7. We are a global hub for innovation in finance and professional services, commerce and culture.
8. We have access to the skills and talent we need.



### Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

## Our vision

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

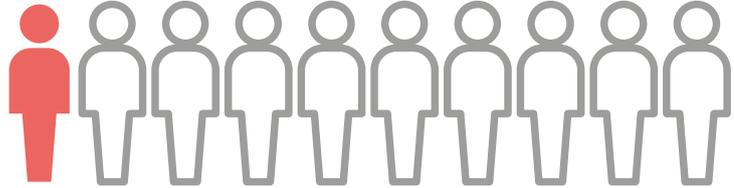
## Who we are

The Square Mile is the historic centre of London and is home to the 'City' – the financial and commercial heart of the UK. Our reach extends far beyond the Square Mile's boundaries and across private, public and charitable and community sector responsibilities. This, along with our independent and non-party political voice and convening power, enables us to promote the interests of people and organisations across London and the UK and play a valued role on the world-stage.

There are

# 483,000

workers in the City of London which equals **9%** of London's total workforce. **1 in 63** UK workers are employed in the City.

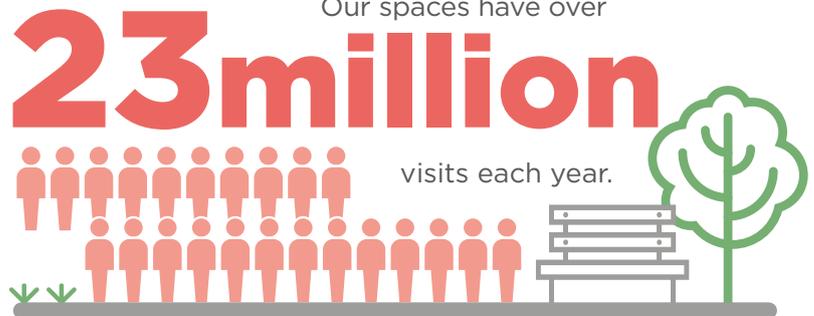


We look after over



That's approximately the same size as 20 Hyde Parks

Our spaces have over



The City Corporation's charity-funder, City Bridge Trust, is London's largest independent charitable funder, distributing around

# £20million

a year.



We are the country's

fourth biggest

funder of culture, investing

£110m

every year in heritage and cultural activities of all kinds.



The Financial and Professional Services Sector contributed

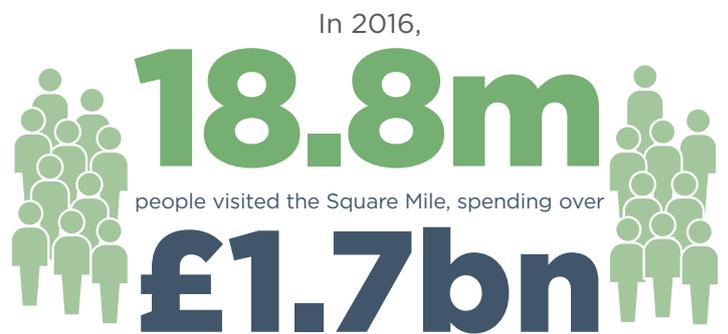
£72bn

in tax revenue in 2017.

This is equivalent to 11% of total UK Government tax receipts.



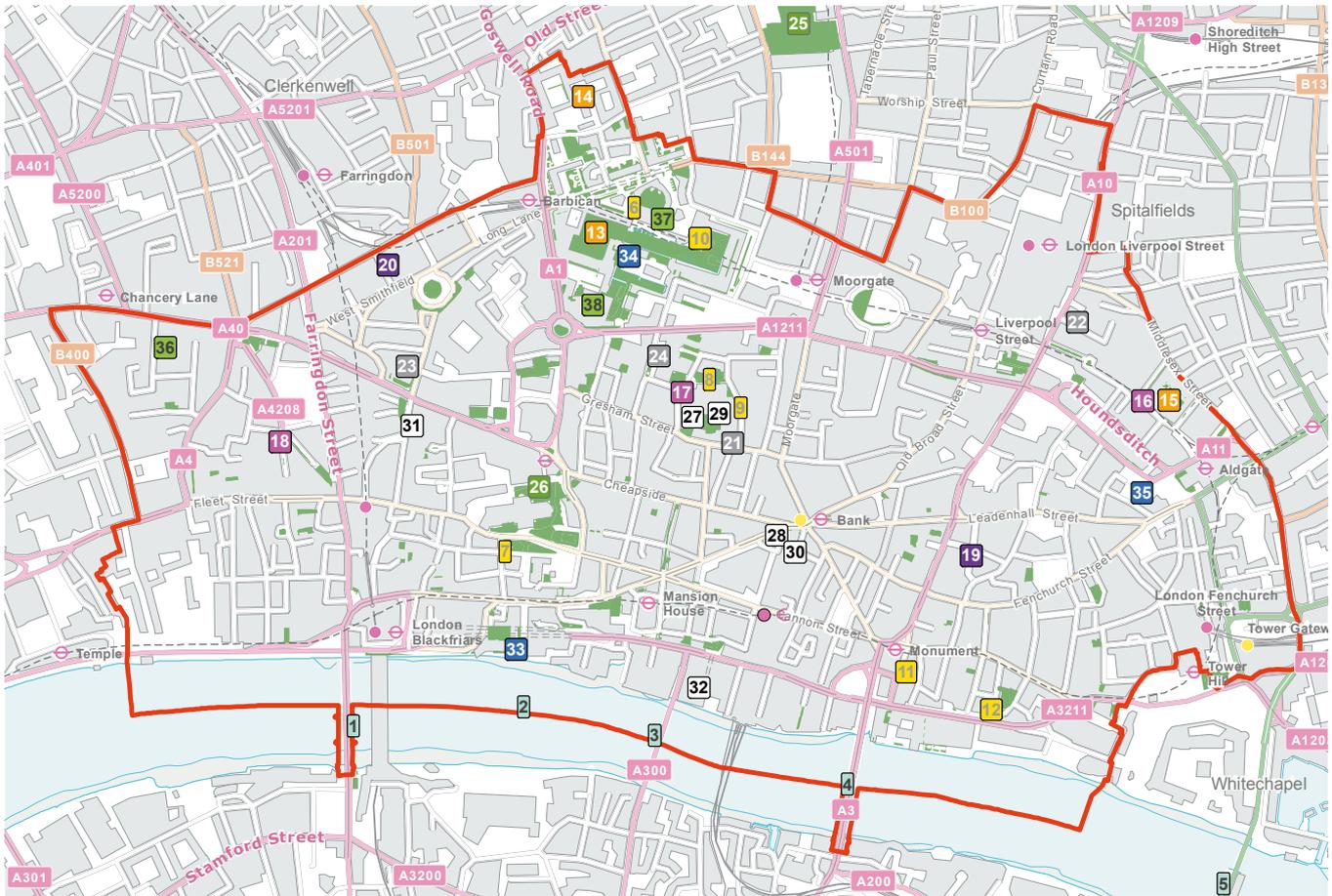
multi-academy sponsor in the country for pupil progress by the Department of Education.



# Our responsibilities

Beyond our statutory duties for the City, London and the UK, we are also responsible for a wide portfolio of work and institutions both inside and outside the Square Mile.

## Our responsibilities in the Square Mile

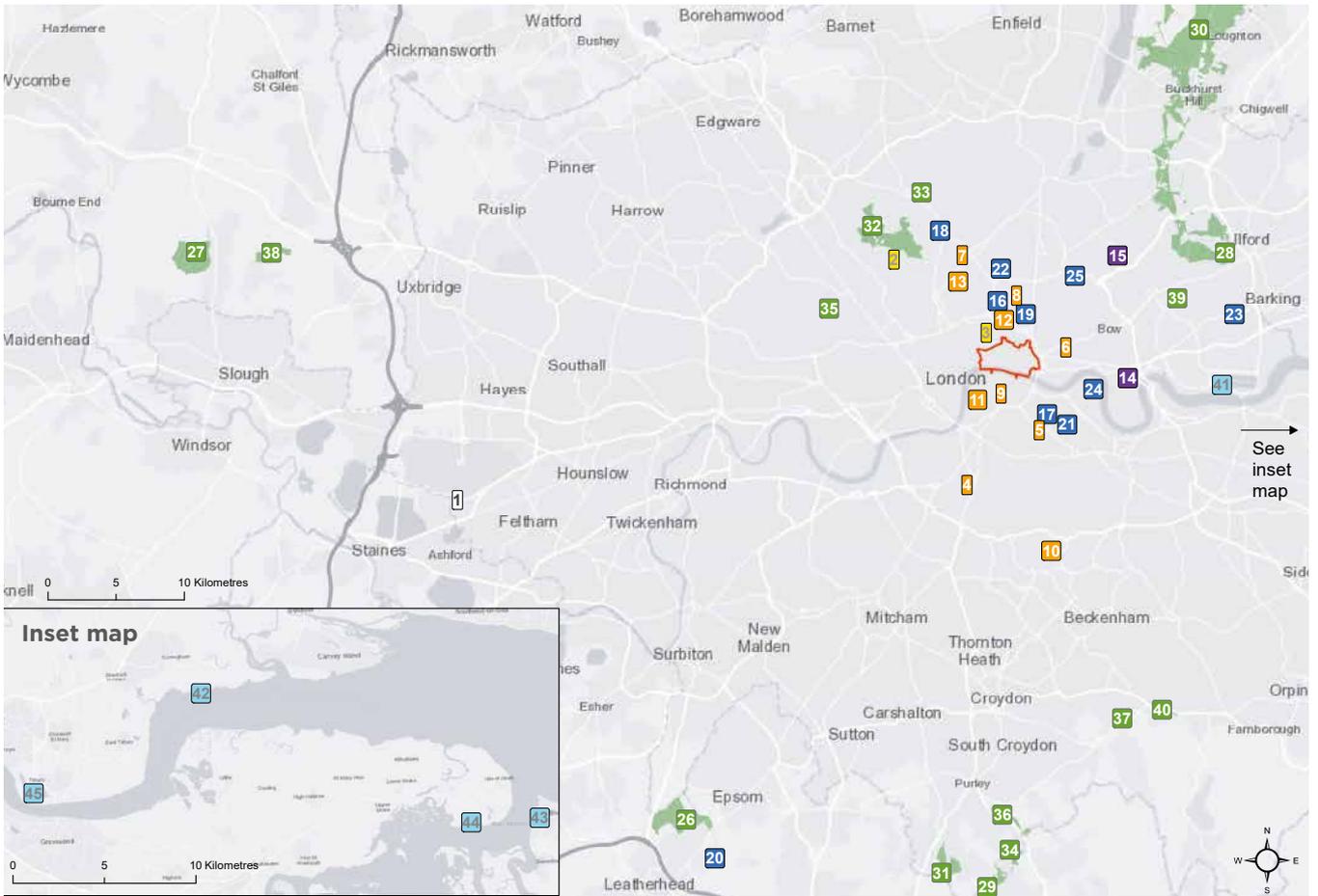


— City of London Boundary (Square Mile)

- |   |  |  |
|---|--|--|
| <p><b>Bridges</b></p> <ul style="list-style-type: none"> <li>1 - Blackfriars Bridge</li> <li>2 - Millennium Bridge</li> <li>3 - Southwark Bridge</li> <li>4 - London Bridge</li> <li>5 - Tower Bridge</li> </ul> <p><b>Cultural Attractions</b></p> <ul style="list-style-type: none"> <li>6 - Barbican Arts Centre</li> <li>7 - City of London Information Centre</li> <li>8 - City of London Police Museum</li> <li>9 - Guildhall Art Gallery and Roman Amphitheatre</li> <li>10 - Guildhall School of Music and Drama</li> <li>11 - The Monument</li> <li>12 - Billingsgate Roman House &amp; Baths</li> </ul> | <p><b>Housing</b></p> <ul style="list-style-type: none"> <li>13 - Barbican Estate</li> <li>14 - Golden Lane Estate</li> <li>15 - Middlesex Street Estate</li> </ul> <p><b>Public Libraries</b></p> <ul style="list-style-type: none"> <li>6 - Barbican Library</li> <li>16 - Artizan Street Library</li> <li>17 - City Business Library</li> <li>18 - Shoe Lane Library</li> </ul> <p><b>Markets</b></p> <ul style="list-style-type: none"> <li>19 - Leadenhall Market</li> <li>20 - Smithfield Market</li> </ul> <p><b>Police Stations</b></p> <ul style="list-style-type: none"> <li>21 - City of London Police Headquarters</li> <li>22 - Bishopsgate Station</li> <li>23 - Snow Hill Station</li> <li>24 - Wood Street Station</li> </ul> <p><b>Public Spaces</b></p> <ul style="list-style-type: none"> <li>25 - Bunhill Fields</li> <li>26 - City Gardens (all green areas)</li> </ul> | <p><b>Other</b></p> <ul style="list-style-type: none"> <li>27 - City Bridge Trust</li> <li>28 - City of London Magistrates Court</li> <li>29 - Guildhall</li> <li>30 - Mansion House</li> <li>31 - The Old Bailey</li> <li>32 - Walbrook Wharf</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>33 - City of London School</li> <li>34 - City of London School for Girls</li> <li>35 - Sir John Cass's Foundation Primary School</li> </ul> <p><b>Part-fund</b></p> <ul style="list-style-type: none"> <li>36 - Gresham College</li> <li>37 - London Symphony Orchestra</li> <li>38 - Museum of London</li> </ul> |
|---|--|--|

We are also responsible for the development of Culture Mile, in the north-west corner of the Square Mile, between Farringdon and Moorgate.

## Our responsibilities outside the Square Mile



— City of London Boundary (Square Mile)

### Animal Health

- 1 - Heathrow Animal Reception Centre

### Cultural Attractions

- 2 - Keats House
- 3 - London Metropolitan Archives

### Housing

- 4 - Almshouses
- 5 - Avondale Square
- 6 - Dron House
- 7 - Holloway Estate
- 8 - Isleden House
- 9 - Southwark Estates
- 10 - Sydenham Hill Estate
- 11 - William Blake Estate
- 12 - Windsor House Estate
- 13 - York Way Estate

We are also responsible for offices in Europe and Asia.

### Markets

- 14 - Billingsgate Market
- 15 - New Spitalfields Market

### Schools

- 16 - COL Academy (Islington)
- 17 - COL Academy (Southwark)
- 18 - COL Academy Highgate Hill
- 19 - COL Academy Shoreditch Park
- 20 - City Of London Freeman's School
- 21 - Galleywall Primary
- 22 - Highbury Grove Secondary' School
- 23 - Newham Collegiate Sixth Form Centre
- 24 - Redriff Primary School
- 25 - The City Academy, Hackney

### Public Spaces

- 26 - Ashtead Common
- 27 - Burnham Beeches
- 28 - Cemetery and Crematorium

- 29 - Coulsdon Common

- 30 - Epping Forest

- 31 - Farthing Downs and New Hill

- 32 - Hampstead Heath

- 33 - Highgate Wood

- 34 - Kenley Common

- 35 - Queen's Park

- 36 - Riddlesdown

- 37 - Spring Park

- 38 - Stoke Common

- 39 - West Ham Park

- 40 - West Wickham Common

### Ports

- 41 - London City Airport

- 42 - London Gateway

- 43 - Sheerness

- 44 - Thamesport

- 45 - Tilbury



## The coming five years

2018-23 is likely to be another period of significant change on a global, national and regional level, bringing with it significant threats as well as opportunities.

Preventing climate change, terrorism and cyber-crime, and countering their effects, will remain high priorities. So too will retaining the UK's competitiveness, in the context of Brexit, increases in the cost of living and reductions in public sector spending.

Disruptive changes, such as the digitisation of our work and personal lives, are likely to bring both threats and opportunities to our residents, workers, visitors, partners and our own organisation.

And, of course, things will happen that we're not expecting but that we will want to respond to positively and constructively.

## Our commitments

To do so, we will need to be relevant, responsible, reliable and radical as an organisation. We will need to think and act strategically and at pace. And we will need to ensure that everyone can share in the benefits we aim to create.

This means as individuals we must be open: to unlocking the full potential of our many assets – our people, heritage, green and urban spaces, funds, data and technology; to trying new things and learning as we go; and to working with our stakeholders and partners who share our aims.

## How we'll use this plan

This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, our responsibilities, challenges and commitments and the high-level actions we'll take to help our elected Members and staff see where to focus their efforts to achieve sustainable systemic change.

In year one we will use it to develop our strategic priorities, to decide how best to go about delivering them, to allocate resources towards pursuing them and to find out what effect we are having as a result.

Over the five-year term of the plan we will use it to identify where we need to innovate, with whom we can collaborate and how we can align and drive all our activities to achieve the greatest possible impact on the things we feel are important.



## To contribute to a flourishing society

### 1. People are safe and feel safe

We will...

- a. Prepare our response to natural and man-made threats.
- b. Tackle terrorism, violent and acquisitive crime, fraud, cyber-crime and anti-social behaviour and facilitate justice.
- c. Protect consumers and users of buildings, streets and public spaces.
- d. Safeguard children, young people and adults at risk.
- e. Educate and reassure people about safety.

### 2. People enjoy good health and wellbeing

We will...

- a. Promote equality and inclusion in health through outreach to our working, learning and residential communities and better service design and delivery.
- b. Raise awareness of factors affecting mental and physical health.
- c. Provide advice and signposting to activities and services.
- d. Provide inclusive access to facilities for physical activity and recreation.

### 3. People have equal opportunities to enrich their lives and reach their full potential

We will...

- a. Promote and champion diversity, inclusion and the removal of institutional barriers and structural inequalities.
- b. Provide access to world-class heritage, culture and learning to people of all ages, abilities and backgrounds.
- c. Promote effective progression through fulfilling education and employment.
- d. Cultivate excellence in academia, sport and creative and performing arts.

### 4. Communities are cohesive and have the facilities they need

We will...

- a. Bring individuals and communities together to share experiences and promote wellbeing, mutual respect and tolerance.
- b. Support access to suitable community facilities, workspaces and visitor accommodation.
- c. Help provide homes that London and Londoners need.



## To support a thriving economy

### 5. Businesses are trusted and socially and environmentally responsible

We will...

- a. Champion the ease, reliability and cost-effectiveness of doing business here.
- b. Model new ways of delivering inclusive and sustainable growth.
- c. Support, celebrate and advocate responsible practices and investments.
- d. Advocate and facilitate greater levels of giving of time, skills, knowledge, advice and money.

### 6. We have the world's best legal and regulatory framework and access to global markets

We will...

- a. Promote regulatory confidence founded on the rule of law.
- b. Influence UK and global policy and regulation and international agreements to protect and grow the UK economy.
- c. Lead nationally and advise internationally on the fight against economic and cyber-crime.
- d. Attract and retain investment and promote exports of goods and services across multiple global markets.

### 7. We are a global hub for innovation in financial and professional services, commerce and culture

We will...

- a. Support organisations in pioneering, preparing for and responding to changes in regulations, markets, products and ways of working.
- b. Strengthen local, regional, national and international relationships to secure new opportunities for business, collaboration and innovation.
- c. Preserve and promote the City as the world-leading global centre for financial and professional services, commerce and culture.
- d. Promote London for its creative energy and competitive strengths.
- e. Promote the UK as open to business and enterprise and for its world-leading education offer.

### 8. We have access to the skills and talent we need

We will...

- a. Promote the City, London and the UK as attractive and accessible places to live, learn, work and visit.
- b. Champion access to global talent.
- c. Identify future skills needs, shortages and saturations.
- d. Champion investment in relevant skills and diverse talent pools.



## To shape outstanding environments

### 9. We are digitally and physically well-connected and responsive

We will...

- a. Champion and facilitate a world-leading digital experience.
- b. Develop and trial smart innovations and better manage demand.
- c. Advocate ease of access via air, rail, road, river and sea.
- d. Improve the experience of arriving in and moving through our spaces.

### 10. We inspire enterprise, excellence, creativity and collaboration

We will...

- a. Provide world-class spaces for businesses and markets to thrive.
- b. Curate a vibrant, attractive and complementary blend of uses of space.
- c. Create and transform buildings, streets and public spaces for people to admire and enjoy.
- d. Protect, curate and promote world-class heritage assets, cultural experiences and events.
- e. Champion a distinctive and high-quality residential, worker, student and visitor offer.

### 11. We have clean air, land and water and a thriving and sustainable natural environment

We will...

- a. Provide a clean environment and drive down the negative effects of our own activities.
- b. Provide thriving and biodiverse green spaces and urban habitats.
- c. Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
- d. Influence UK and global policy and regulation and international agreements to protect the environment.

### 12. Our spaces are secure, resilient and well-maintained

We will...

- a. Maintain our buildings, streets and public spaces to high standards.
- b. Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.



**Corporate Strategy & Performance Team**

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**Appendix 3: Summary of consultation on the draft Hampstead Heath Management Strategy**

**Summary of public consultation**

Public consultation on the proposed outcomes, priorities and commitments set out in the draft Strategy was conducted via an online survey in October which closed on 19th November 2018. The survey was live for 40 days and was promoted via social media and posters placed on noticeboards across Hampstead Heath.

**Survey Results:**

A total of 55 responses were submitted to the survey which included a mix of quantitative and qualitative questions.

Over 90 percent of respondents felt that the Heath Vision aligned well or very well with their aspirations for Hampstead Heath.

80 percent of respondents stated that the Outcomes in the draft Strategy reflected the aspirations of the Heath Vision well and very well.

Over 70 percent of respondents took the time to respond and share their views to the question ‘What do you think are the main strengths of the Outcomes and Priorities in the draft Strategy’?

No respondents suggested additional priorities in response to the question ‘Do you think there should be any other Priorities included in the draft Strategy’?

Over two thirds of respondents said they would like to receive updates about the Strategy and provided contact details to enable this.

The full range of comments received will be considered in the roll out and implementation of the Strategy and the wider Management Framework. Several comments refer to operational matters which will be referred as appropriate.

The results of the public consultation survey demonstrate that the majority of respondents support the four Outcomes and associated Priorities set out in the draft Strategy, with strong alignment with the aspirations of the Heath Vision.

**Summary of comments received from Hampstead Heath Consultative Committee and response**

**(Excerpt from draft HHCC minutes of 29<sup>th</sup> October 2018)**

<b>Members’ comments</b>	<b>Superintendent’s Response/Resolution</b>
The Superintendent noted that there was still some duplication from the foreword to the text within the Strategy which will be addressed in the final version.	Noted and amendments made.
Members were advised that a reference to the status of the 2007 Management Plan would be incorporated by	The Superintendent advised that the Transition Plan will be updated and presented with the complete suite of

Members' comments	Superintendent's Response/Resolution
explaining the importance of the Transition Plan (Towards a Management Plan for the Heath 2007 – 2017 - A summary of progress to date), that was presented to Members in July 2018.	documents for the 2019/20 Management Framework including the revised Divisional Plan and the Annual Work Programme.
The Superintendent noted that a Member (London Council for Recreation and Sport) had provided feedback in relation to the role of the Heath Sports Clubs and organisations and queried that Priorities 4 and 5 have shared Commitments.	Recognising the interconnection between physical health (Priority 4) and mental health and emotional wellbeing (Priority 5) the Strategy has been revised to combine these into a single Priority.
Priority 11 was edited following advice from a former Chairman that gender-neutral language should be used throughout the Strategy.	Noted and amendments made. The term 'man-made threats' has been amended to 'human threats'. (Note that Priority 11 has become Priority 10 in the revised Strategy).
With regard to the role of the Strategy in helping to resolve conflicts, the Superintendent confirmed that the 10-year strategy, sets out the aspirations which will guide day to day decision making. There may be situations where a judgement call has to be made about which factor to prioritise. However, all four themes are important and will need to be considered carefully when deciding how to act.	Noted and amendments made. A paragraph has been added to address this in the section <b>How this Strategy will be used</b> (refer to page 7). Decision-making and resolution of issues will aim to develop options that optimise all four Outcomes to achieve the greatest impact. Generally, these will be addressed via the Divisional Plan as it is developed, implemented and reviewed annually to reflect changing priorities.
In response to a query from a Member (Hampstead Garden Suburb Residents' Association) regarding whether future drafts of the Divisional Plan would take account of the Outcomes and Priorities from the Management Strategy and address specific aspects, the Chairman advised that links between the different plans and the Management Strategy would be made and they would become clearer when they are aligned. The Superintendent explained that the Divisional Plan would be aligned with the Outcomes in the Strategy.	The 2019/20 Divisional Plan will be developed to ensure it reflects the structure of the Strategy and that the projects and work streams that are prioritised for delivery reflect the ten Priorities and take us closer to achieving the Heath Vision. Committee members will be consulted as this work unfolds.
A Member (Hampstead Garden Suburb Residents' Association) queried where Polices e.g. veteran trees and the	The Superintendent confirmed that the website was the most appropriate place to provide links to these documents. A review of the City of London Corporation

Members' comments	Superintendent's Response/Resolution
Golders Hill Park Zoo, could be accessed once agreed.	web site is currently underway, and it is expected that functionality will be improved to enable documents to be readily accessible.
With regards to Commitment 41 under Priority 11: Responsible Management, a Member (Hampstead Garden Suburb Residents' Association) suggested adding, that the City of London Corporation would take appropriate action if necessary as it was the responsibility of the Corporation to enforce responsible management. The Chairman suggested reordering the list so that the Commitments did not end on a negative point. The Superintendent noted that there was a further reference to the Corporation's powers under the City of London Corporation (Open Spaces) Act 2018 under Priority 3.	Noted and amended. Added a reference to 'uphold the Hampstead Heath byelaws'. This is also addressed in the summary of legislation relating to the Heath included in the Appendices.
A Member (Highgate Society) noted under the parameters of the Heath Vision (p33) that "together we care for the Heath"; however, he felt the issue was that not all people did care for the Heath and the aim was to strive to encourage everyone to care and learn from each other. The Superintendent agreed to strengthen the wording in the introduction of the Theme.	Noted. The wording of the Heath Vision remains unchanged, as approved in 2017. Collective care for the Heath is addressed in Priority 8: Visitor behaviour is pro-environmental. There is a strong connection to Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values.
A Member (Friends of Kenwood) felt the wording in paragraph in the foreword after the bold sentence required a change in tone.	Noted and amended.
In response to comments from a Member (London Wildlife Trust) regarding Commitment 1 under Priority 1 concerning natural habitats and the reference to the 2009 General Botanical Survey, which was nearly 10 years old and could prove restrictive in the future. The Superintendent advised that the reference was to bring reassurance around the distribution of trees, scrub, grassland and heathland	Noted and amended. The Measurement Framework will set out the detail for monitoring the extent of each broad habitat type over time.
Following a comment from a Member (Heath and Hampstead Society) regarding conflict resolution which he	Noted and amended. Addition of reference to the existing governance arrangements including statutory

<b>Members' comments</b>	<b>Superintendent's Response/Resolution</b>
felt should be a priority and come to the Committee, especially matters with competing issues (e.g. the Model Boating Pond access arrangements), the Chairman agreed and confirmed that this would continue to be the case.	consultation via the Hampstead Heath Consultative Committee.
A Member (Highgate Society) stated that Commitment 2 under Priority 1 was vague and inarticulate and should be amended to reference the Heath's heritage and archaeology.	Noted and amended.
A Member (Highgate Society) noted that the Legislative Framework (p49-52) was very helpful and suggested the information could be attached as a standing item on future agendas	Noted.
Members were encouraged to provide comments via email following the meeting up until mid-November.	A Member (Dartmouth Park Conservation Area Advisory Committee) provided comments. The Strategy has been amended to incorporate these where applicable.

<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	28 November 2018
<b>Subject:</b> Queen's Park Public Toilet Redevelopment	<b>Public</b>
<b>Report of:</b> Bob Warnock, Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry, Open Spaces Department	

## Summary

This report provides Members with an update on the suggested designs and costs associated with the refurbishment or rebuilding the Queen's Park Public Toilets adjacent to the Children's Play Area.

## Recommendations

It is recommended that:

- Members approve the recommendation for option 1a to be value engineered and agree that Officers develop a Capital Project to enter the Gateway Approval Process.

## Main Report

### Background

1. The Queen's Park Public Toilets are located adjacent to the Play Area in the south west corner of the Park. The building dates back to the 1980s when the Play Area was redeveloped.
2. The local community, through their representation on the Queen's Park Consultative Group (QPCG), are seeking to improve the facilities for children, improve hygiene and the visual appearance of the existing toilet building. The incorporation of hygienic wall cladding or solid grade compact laminate boards internally and the softening of the external elevations via cladding, wall planting or green roof options are of particular interest.
3. At a meeting of the QPCG in June 2016 the Park Manager was asked to explore the opportunity to add an additional toilet block to the rear of the existing facility. The City Surveyor's Department commissioned a Consultant who undertook a scoping exercise to investigate the feasibility of the construction of an extension to provide a self-contained unisex accessible toilet with a baby-changing facility accessible from the Children's Play Area.
4. The final design scope estimated project costs in the region of £44,000 for the construction, including fees and decoration of existing external walls.

5. At a meeting of the QPCG in June 2017, Members queried the comparative cost of rebuilding the toilet as a whole unit as opposed to adding an extension onto the existing building.
6. In Sept/Oct 2017 damage, caused by movement in the building was found in the floor and wall tiles of the Ladies' toilet. Further investigation and a subsequent report suggested the removal of a horse chestnut tree from the western side of the toilet block would help reduce the risk of any future movement. Subsequently, remedial works were carried out to repair the damage. The City Surveyor Department was asked to place on hold any planned improvements to the building whilst the options described above were being investigated.
7. This project has been identified in the Open Spaces Department Business Plan and the Division's Business Plan (Project 2.4). The project to redevelop the Children's Sandpit (est. £90K - £100K) will be linked to the project to redevelop the Public Toilets, as the two projects are part of a wider project to redevelop this area of the Park.

### **Current Position**

8. The City Surveyors Department Cyclical Works Programme identifies works which are required to ensure the facility is maintained to a satisfactory standard. Taking account of this programme of works, the City Surveyor's Department have advised that the facility will be maintained as a fit for purpose, safe and accessible public toilet.
9. In the current Cyclical Works Programme £8,000 has been allocated for the redecoration of the building within the current three-year programme.
10. The current toilet facility is accessible from the Park, but not the Children's Play Area, and is gender specific. With a mix of cubicles, urinals and an accessible toilet on the Gentleman's side and cubicles and an accessible toilet on the Ladies' side. Both have baby changing tables available.
11. Following movement found in the structure of the building, specifically in the Ladies Public Toilet in September 2017, at a meeting of the QPCG in November 2017, the Park Manager reported that repairs would be monitored.
12. Following the June 2017 QPCG meeting and the subsequent finding of movement in the building in September 2017, the QPCG suggested that this was an opportunity to consider if a more ambitious project could be undertaken following necessary repairs undertaken and a period of review.
13. At a meeting of the QPCG on 24 April 2018 Members asked the Park Manager to review the initial request to explore the option of the addition of a toilet to the rear of the toilet building, suggesting that the proposed toilets and the addition were not fit for purpose and could the option of a new build be considered to provide access from the Park and Children's Play Area. It was also requested that further consideration should be given to the options to refurbish the interior and exterior of the facility, giving access from the Children's Play Area and the Park. The QPCG had previously commented that the wider community view was that the toilets were not of a standard expected in a public park managed by the City of London.

14. In May 2018 the City Surveyor's Department was approached to assist the Park Manager with commissioning a feasibility study to refurbish or rebuild the existing toilet block, to provide separate entrances from the main Park and the Children's Play Area and to increase the provision of toilet facilities at Queen's Park.
15. A Consultant has been procured to provide an Outline Design, complete with measured floor, roof and elevation plans, itemised specification of works and projections of all fees and costs associated with the construction.

## Options

16. Following discussions at a number of meetings led by the Park Manager with representatives from the local community, Members of the QPCG and in consultation with the City Surveyor's Department, four options were suggested. Two options for refurbishment and two options for a new build were subsequently drawn up by the Consultant.
17. The Consultant gave estimated costs for each option including green walls, and a brown roof. Drawings of the proposed layouts options 1a and 2a are within the document at Appendix 1.
  - Option 1a – Proposed Layout – Refurbishment – Total Project Costs £240,780 (approx.) (a preferred option)
  - Option 1b – Proposed Layout – Refurbishment - £200,000 (not recommended), (Appendix 2)
  - Option 2a – Proposed Layout - New Build - Total Project Costs £408,300 (approx.) (a preferred option)
  - Option 2b – Proposed Layout - New Build - £318,000 (not recommended), (Appendix 3)
18. Members should note that these initial estimates exclude all charges for expected surveys, professional fees, statutory approvals and are solely construction costs. Surveys and fees are likely to cost an additional 20-25%.
19. The City Surveyor's Department have not been able to give an exact life span of either the refurbishment (option 1a) or the rebuild (option 2a). They have advised that the Cyclical Works Programme will continue to support the ongoing maintenance of any facility in the future.
20. Further engagement and consultation has taken place and through discussions, two preferred options, 1a and 2a, have been identified. The Park Manager requested the Consultant to fully cost these two options.
21. The QPCG have requested that Officers explore the opportunity to install photovoltaic cells in place of a brown roof, providing energy for the paddling pool and the toilets. This option is being costed by the City Surveyor's Department.
22. A Councillor from the London Borough of Brent has suggested that Officers consider the option to add a 'Changing Places' room. A Changing Places room meets the needs of users with physical and learning difficulties, offering extra equipment and space, allowing them to use the toilet safely and comfortably. Changing Places toilets are equipped to higher standard than accessible toilets.

23. The London Borough of Brent Councillor has suggested that Community Infrastructure Levy funding may be available to support development of a Changing Places toilet facility in the Park.

### **Proposal**

24. Options 1a and 2a have been developed by the Consultant and a full Outline Design Report to RIBA stage 2, is provided at Appendix 1.
25. The consultant has fully costed these options.
  - Option 1a – Proposed Layout – Refurbishment - £240,780 (approx.) (a preferred option)
  - Option 2a – Proposed Layout - New Build - £408,300 (approx.) (a preferred option)
26. The Park Manager seeks Members feedback on the options, and in relation the preferred options 1a and 2a.
27. Of the two preferred options, City of London Officers recommend that option 1a – Refurbishment, is value engineered, to challenge the estimated build costs. This option would improve accessibility to the toilets from both the Park and the Children’s Playground and will provide an internal fit out that is easier to clean and maintain. Using various techniques involving planting and cladding the overall appearance of the building can also be improved.
28. The views of the QPCG are that a new build of the toilet facility was the best option, supporting option 2a. Members agreed that the cheapest option was not necessarily the best option and wanted to choose an option which would be an investment for the next 50 years.

### **Corporate & Strategic Implications**

29. Queen’s Park delivers the aims and objectives of the City of London Corporate Plan 2018 – 2023, it contributes to the outcomes to provide a flourishing society (1-4), supports a thriving economy (5 & 8) and shapes outstanding environments (9-12).

### **Financial Implications**

30. The next stage of the project will be the development of a Project Briefing (Gateway 1) and a Project Proposal (Gateway 2), which will be considered by the Corporate Projects Board, Projects Sub-Committee and the Hampstead Heath, Highgate Wood and Queen’s Park Committee.
31. This is a new City Cash capital project item for which no financial provision currently exists. Therefore, a bid for funding for the City Fund 2018/19 or 2019/20 will need to be made, which will be subject to approval of Corporate Priorities Board, Resource Allocation sub-Committee and Policy and the Resources Committee.

## **Conclusion**

32. Members approve the recommendation for option 1a to be value engineered and agree for Officers to develop a Capital Project to enter the Gateway Approval Process.

## **Appendices**

- Appendix 1 – Full Design Outline Report
- Appendix 2 - Option 1b – Proposed Layout – Refurbishment
- Appendix 3 - Option 2b – Proposed Layout – New Build

## **Richard Gentry**

Constabulary and Queen's Park Manager

T: 0207 332 3322

E: [richard.gentry@cityoflondon.gov.uk](mailto:richard.gentry@cityoflondon.gov.uk)

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# OUTLINE DESIGN PROPOSALS

## FOR QUEENS PARK TOILET BLOCK

### AT QUEENS PARK, KINGSWOOD AVENUE, LONDON NW6 6SG

### FOR THE CITY OF LONDON

### OCTOBER 2018

# Contents

<b>Purpose of Study and Brief Requirements</b>	3
<b>Site Location</b>	4
<b>Design Proposals</b>	5
<b>Formal Cost Plans</b>	6
<b>Schedule of Works</b>	8
<b>Programmes</b>	9
<b>Further investigation Required</b>	10
<b>Statutory Approvals</b>	11
-----	12
<b>Appendix A: Brief</b>	
<b>Appendix B: Photographs</b>	

Date	Revision	Prepared by	Reviewed by
19/10/2018	S2.A - Client Issue	DJ	SP

## Purpose of Study and Brief Requirements:

Playle & Partners LLP were initially approached by the City of London in February 2017 to investigate the feasibility of an extension, to provide a self contained Unisex Wheelchair Accessible WC with baby changing facilities, to their existing Toilet block facilities in the children's play area at Queen's Park.

One of the main purposes for providing the additional toilet provision is to create an easier and safe access to a WC directly from the Children's playground. The existing arrangement is such that a parent and child would need to exit the playground area to use the WC's. This process becomes ever more complicated when a parent is supervising more than one child. Following the initial site visit, Playle & Partners put forward three options for the Client's consideration, along with an accompanying design report.

Playle & Partners were then approached again in September 2018 with a new brief to reevaluate the designs and provide revised proposals for refurbishment or new build, along with associated costs. Two options for both refurbishment and new build were presented to the client, with one of each chosen to be carried forward.

Both the refurbishment and new build options are to improve the quality of the facilities within the park, as well as the ease of use and access from the Children's playground. The external finishes have also been reviewed, with proposals to improve the aesthetic of the building through the use of green walls and timber cladding.

### Other Items Considered:

- The proposed internal finishes and specification will match the recently refurbished WC facilities located at the Queen's Park cafe.
- Whilst the park itself is located within a conservation area the existing WC block is not a listed building.
- The contractor will need to allow for a specialist team to install the green wall and sedum roof.



**Address:**

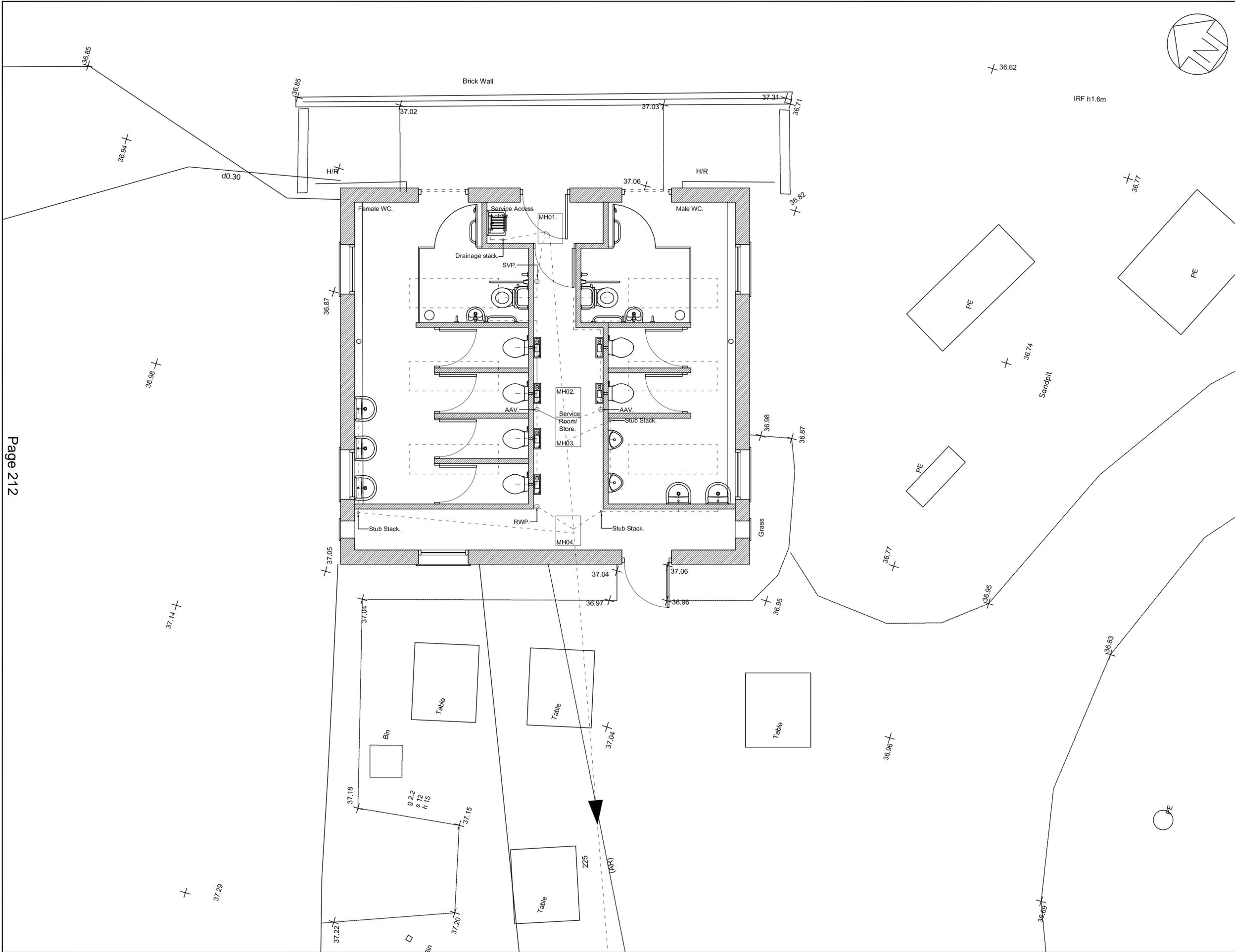
Queen's Park,  
Kingswood Avenue,  
London,  
NW6 6SG

Queen's Park is a 30 acre park situated in northwest London between Kensal Green, Brondesbury Park and Kilburn. It is bounded by Harvist Road to the South, Chevening Road to the north, Milman Road to the west and Kingwood Avenue to the east. The park forms a part of focus for the neighbouring terraced Victorian and Edwardian Houses. The park lies within the London Borough of Brent. The park and the surrounding streets are in the Conservation Area.

## SITE LOCATION

- 9578-00-1100-S2.A - Existing Layout
- 9578-ZZ-1201-S2.A - Existing Elevations
- 9578-00-1101-S2.A - Demolition Layout
- 9578-00-3101-S2.C - Proposed Layout - Refurbishment Option A
- 9578-00-3201-S2.A - Proposed Roof Layout - Refurbishment Option A
- 9578-ZZ-3201-S2.B - Proposed Elevations - Refurbishment Option A
- 9578-00-3103-S2.E - Proposed Layout - New Build Option A
- 9578-00-3203-S2.A - Proposed Layout - New Build Option A
- 9578-ZZ-3203-S2.D - Proposed Elevations - New Build Option A

## DESIGN PROPOSALS



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REV	COMMENT	DATE
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**PLAYLE & PARTNERS LLP**  
 CONSTRUCTION & PROPERTY CONSULTANTS  
 Crest House • 138 Main Road • Sidcup • Kent DA14 6NY  
 Telephone 020 8300 6811 • Fax 020 8300 2260  
 Email sidcup@playleandpartners.co.uk

**PROJECT**  
 Extension to Toilet Block,  
 Queens Park, Kingswood  
 Avenue, London, NW6 6SG

**TITLE**  
 Existing Layout

**CLIENT**  
 City of London

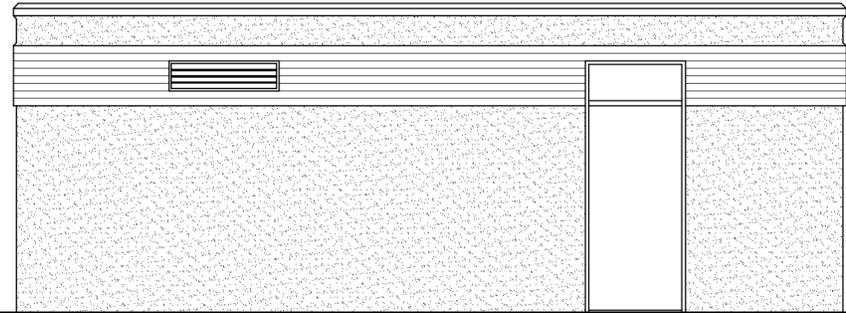
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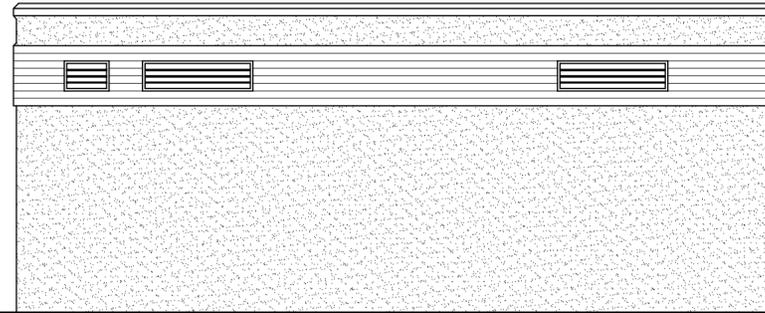
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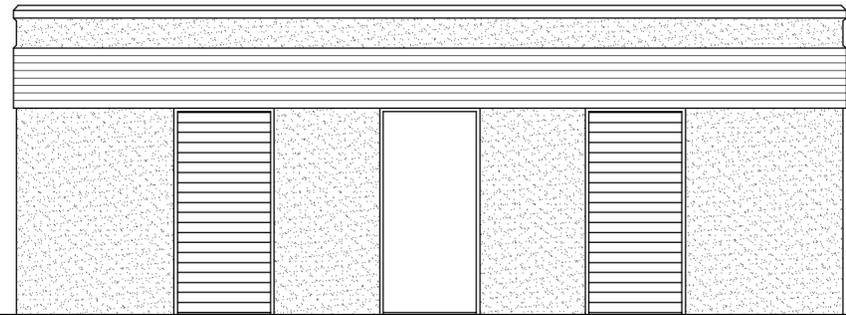
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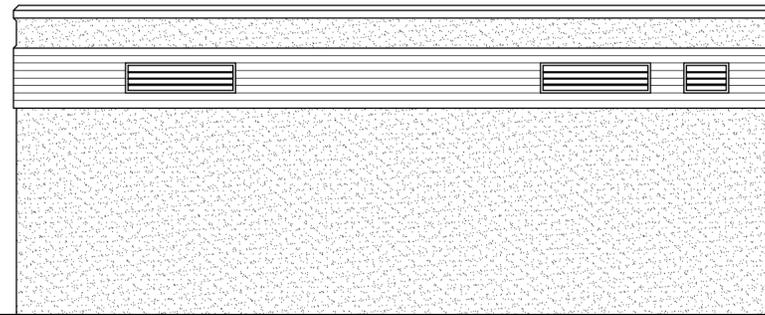
SOUTH WEST ELEVATION



SOUTH EAST ELEVATION



NORTH EAST ELEVATION



NORTH WEST ELEVATION

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 Telephone 020 8300 6811 • Fax 020 8300 2260  
 Email sidcup@playleandpartners.co.uk

**PROJECT**  
 Extension to Toilet Block,  
 Queens Park, Kingswood  
 Avenue, London, NW6 6SG

**TITLE**  
 Existing Elevations

**CLIENT**  
 City of London

**DRAWN**  
 DJ

**DATE**  
 26/09/2018

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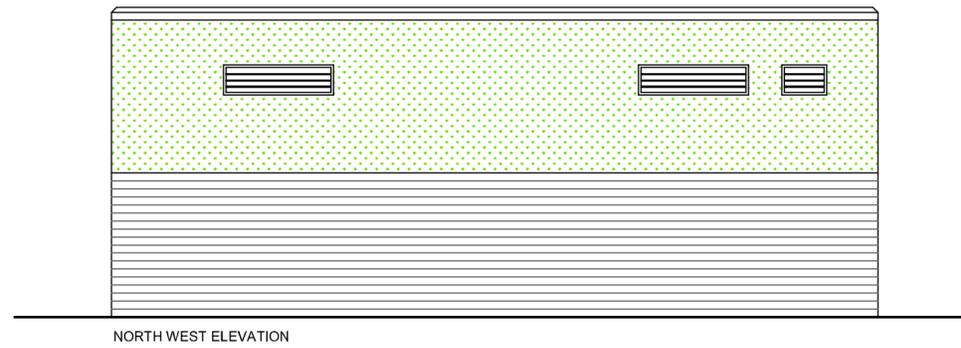
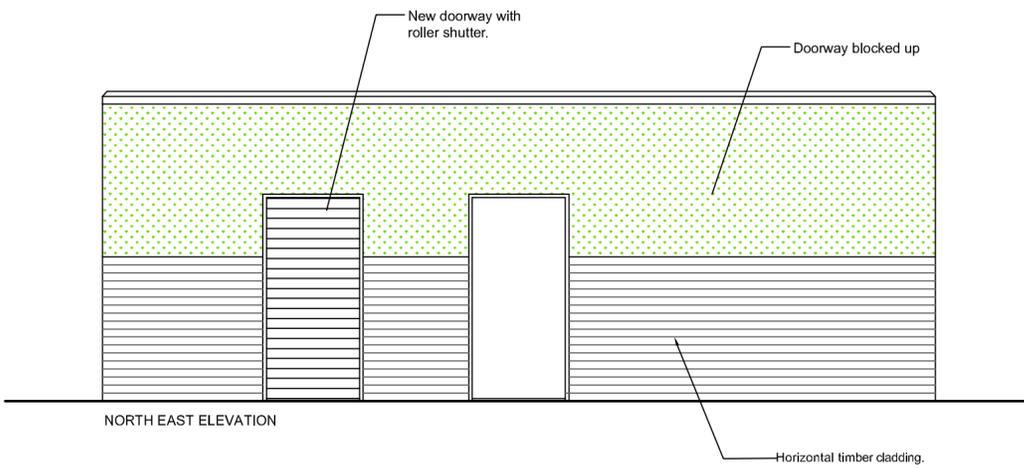
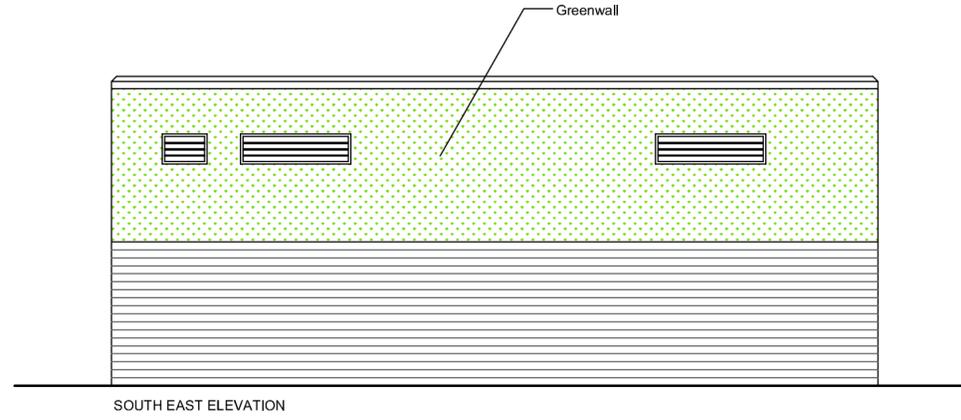
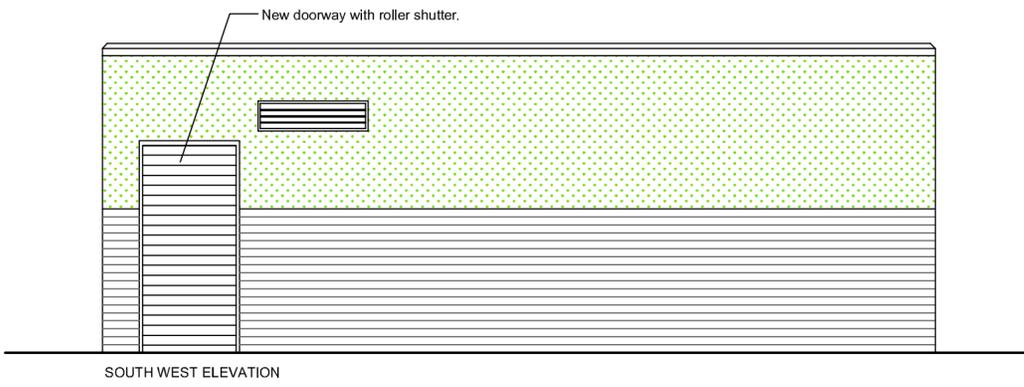
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REV	COMMENT	DATE
B	Layout update following client's comments	02/10/18
A	Draft for client comment	28/09/18

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 Telephone 020 8300 6811 • Fax 020 8300 2260  
 Email sidcup@playleandpartners.co.uk

**PROJECT**  
 Extension to Toilet Block,  
 Queens Park, Kingswood  
 Avenue, London, NW6 6SG

**TITLE**  
 Proposed  
 Refurbishment Elevations  
 A

**CLIENT**  
 City of London

**DRAWN**  
 DJ

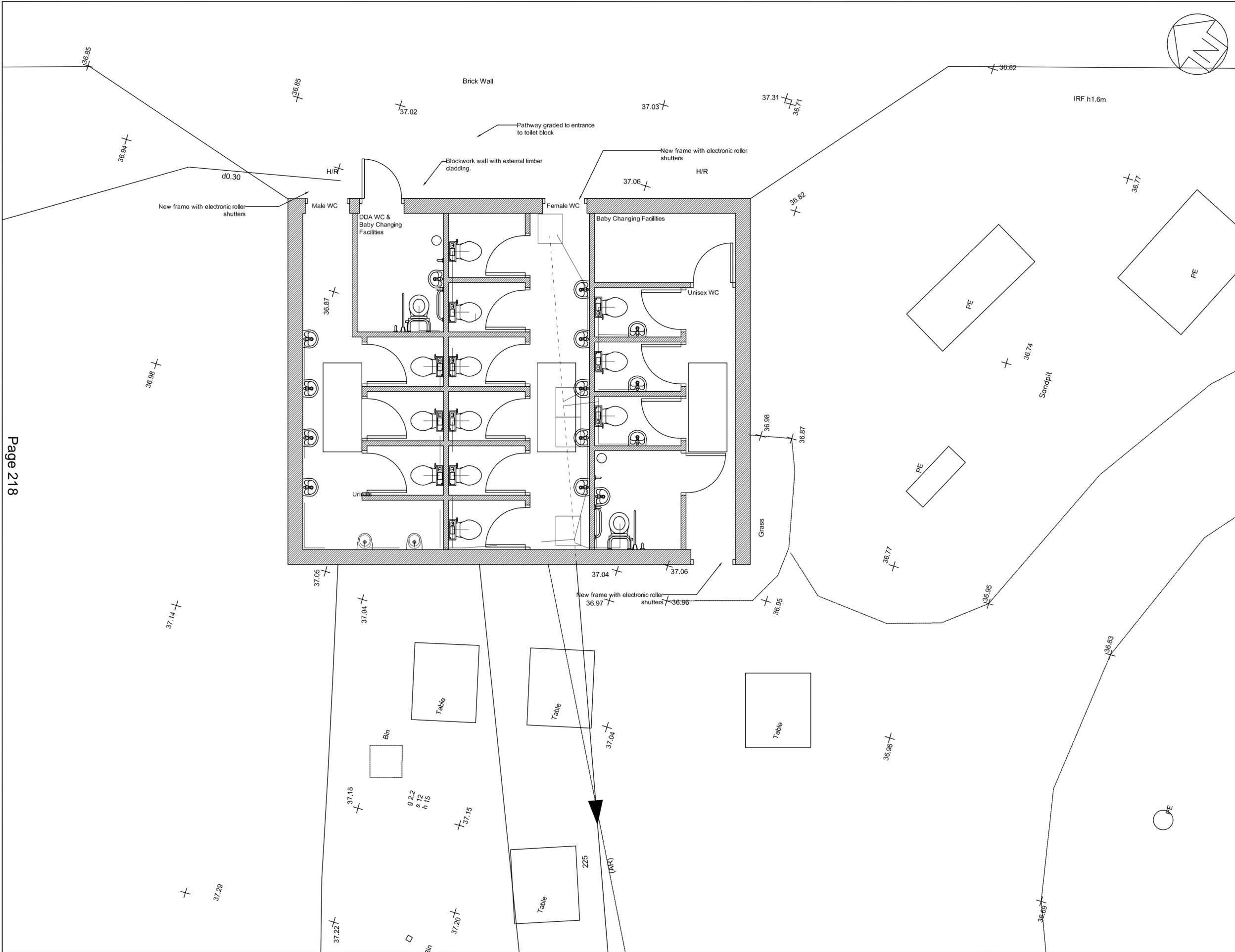
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REV	COMMENT	DATE
E	Drainage routes added.	17/10/18
D	Layout update following client's comments	12/10/18
C	Layout update following client's comments	08/10/18
B	Layout update following client's comments	03/10/18
A	Draft for client comment	28/09/18

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 Telephone 020 8300 6811 • Fax 020 8300 2260  
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**PROJECT**  
 Extension to Toilet Block,  
 Queens Park, Kingswood  
 Avenue, London, NW6 6SG

**TITLE**  
 Proposed Layout - New  
 Build Option A

**CLIENT**  
 City of London

**DRAWN**  
 DJ

**DATE**  
 26/09/2018

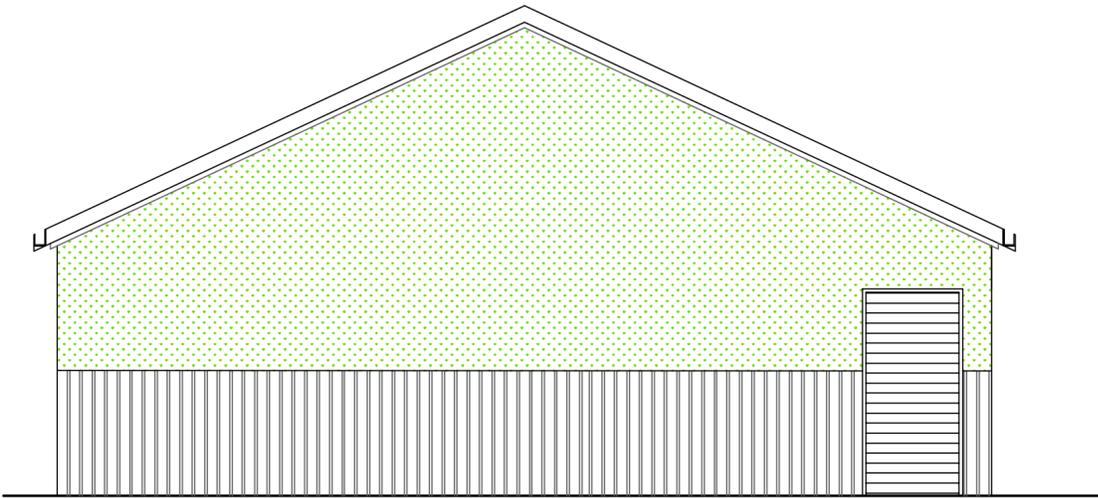
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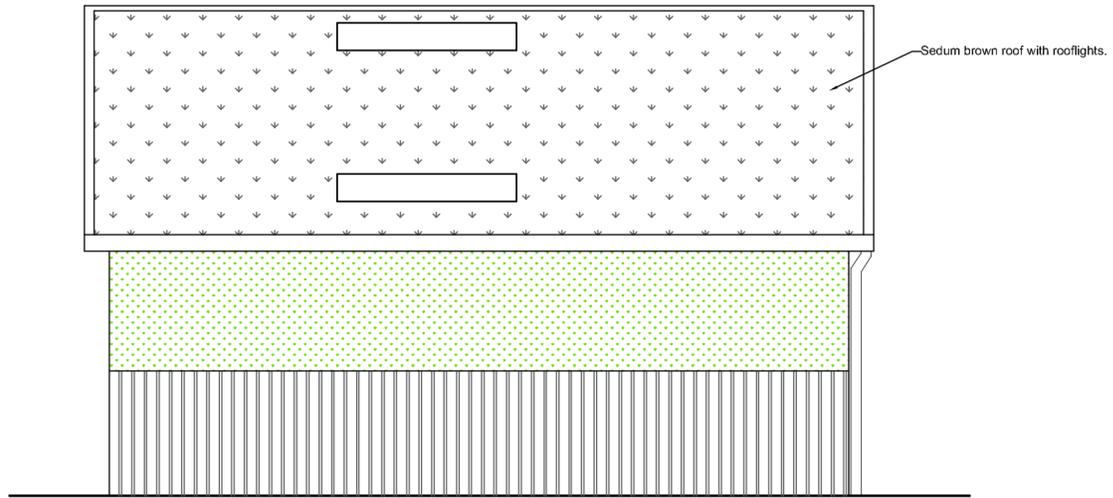
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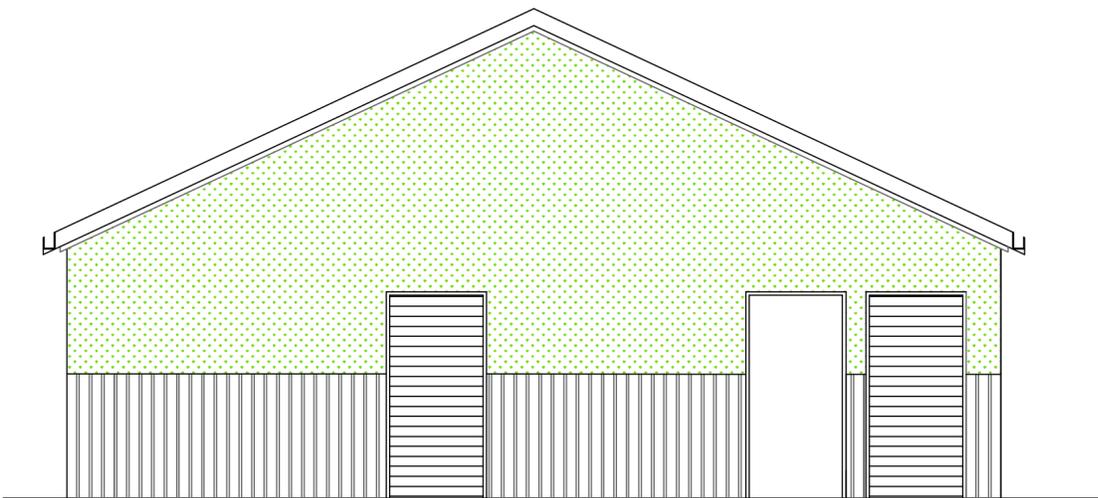




SOUTH WEST ELEVATION



SOUTH EAST ELEVATION



NORTH EAST ELEVATION



NORTH WEST ELEVATION

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<b>D</b>	<b>Layout update following client's comments</b>	<b>15/10/18</b>
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<b>B</b>	<b>Layout update following client's comments</b>	<b>04/10/18</b>
<b>A</b>	<b>Draft for client comment</b>	<b>28/09/18</b>

REV	COMMENT	DATE
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 Telephone 020 8300 6811 • Fax 020 8300 2260  
 Email sidcup@playleandpartners.co.uk

**PROJECT**  
**Extension to Toilet Block,  
 Queens Park, Kingswood  
 Avenue, London, NW6 6SG**

**TITLE**  
**Proposed Elevations  
 New Build Option A**

**CLIENT**  
**City of London**

**DRAWN**  
**SP**

**DATE** **26/09/2018** **SCALE** **1:50 @ A2**

**DWG No.** **9578-ZZ-3203-S2** **REV.** **B**

# FORMAL COST PLANS

## ORDER OF COST ESTIMATE - SUMMARY - REVISION C

## Prepared for City of London

**Based upon**

- 1) Playle and Partners Drawing nrs. 9000-00-1101-S4 Rev A - Existing Layout; 9578-00-3101 -S2 Rev B - Layout Refurbishment Option a; 9578-00-3102 -S2 Rev B - Layout Refurbishment Option b; 9578-ZZ-3201 -S2 Rev B - Elevation Refurbishment Option a; 9578-ZZ-3202 -S2 Rev B - Elevation Refurbishment Option b; 9578-00-3103-S2 Rev B - New Build Option A; 9578-00-3103-S2 Rev B - New Build Option B; 9578-ZZ-3203-S2 Rev B - Elevations New Build Option A; and 9578-ZZ-3204-S2 Rev B - Elevations New Build Option B.
- 2) BCIS online; All in TPI (320), and Location Factor (128). Accessed on 03 October 2018.

	Option 1a	Option 2a
<b>TOTAL</b>	£ 215,000	£ 340,000

**General Assumptions to all Options**

- 1) Tenders to be sought in competition. Proposed Procurement Method and proposed type of Contract detailed on Order of Cost Estimate sheets.
- 2) Period on site will vary depending upon option chosen. Anticipated construction duration included under individual Order of Cost Estimate sheets.
- 3) Areas taken from Playle & Partners LLP drawings.
- 4) Assumed that no Asbestos Removal is required

**General Exclusions to all Options**

- 1) Price increases beyond 1Q 2019.
- 2) VAT.
- 3) Project design team fees.
- 4) Other development costs.
- 5) No allowance for new mechanical ventilation
- 6) No allowance to provide new sustainable technologies.
- 7) Works to external drainage.
- 8) Work to upgrade incoming services or replace existing meters.
- 9) External works other than identified areas within proposed plans.
- 10) Works to the existing fabric/façade of the building other than where specified.
- 11) Works over and above the work described for the cost/m<sup>2</sup>.
- 12) Loose fixtures and fittings is excluded from the construction costs.
- 13) All contingencies are removed as deemed that City of London will hold a separate project budget for contingency.

# 9578 - QUEENS PARK TOILET REFURBISHMENT

## ORDER OF COST ESTIMATE - OPTION 1a

Prepared for City of London

### Based upon

- 1) Playle and Partners Drawing nrs. 9000-00-1101-S4 Rev A - Existing Layout; 9578-00-3101-S2 Rev B - Layout Refurbishment Option a; 9578-ZZ-3201 -S2 Rev B - Elevation Refurbishment Option a
- 2) BCIS online; All in TPI (320), and Location Factor (128). Accessed on 03 October 2018.

### Description

#### Refurbishment of existing toilets

Option 1a - remodelling and refurbishment - 2 unisex WC's one for park users, one for playground users

	Option 1a			
	Quantity	Unit	Rate	Total
<b>Demolition</b>				
External brick walls	3	m <sup>2</sup>	£ 50	£ 150
Internal brick walls	37	m <sup>2</sup>	£ 25	£ 935
Remove external door and frame/Roller shutter & frame	2	Nr	£ 50	£ 100
Strip out sanitaryware	13	Nr	£ 30	£ 390
Hack off tiles and make good	234	m <sup>2</sup>	£ 10	£ 2,342
<b>Substructure</b>				
Foundations	0		£	-
<b>Superstructure</b>				
<b>Roof</b>				
Removal of existing Roof	63	m <sup>2</sup>	£ 25	£ 1,575
New flat roof to falls	63	m <sup>2</sup>	£ 150	£ 9,450
Brown Roof	63	m <sup>2</sup>	£ 300	£ 18,900
Fall Restraint System	1	item	£ 6,000	£ 6,000
<b>External Walls</b>				
Timber Cladding	42	m <sup>2</sup>	£ 250	£ 10,500
Green Wall	44	m <sup>2</sup>	£ 900	£ 39,600
<b>Windows and external doors</b>				
Roller Shutters	2	Nr	£ 2,000	£ 4,000
Door	1	Nr	£ 1,000	£ 1,000
Internal walls and partitions	43	m <sup>2</sup>	£ 75	£ 3,195
Internal doors	10	Nr	£ 600	£ 6,000
<b>Internal Finishes</b>				
Wall Finishes	171	m <sup>2</sup>	£ 130	£ 22,256
Floor Finishes	63	m <sup>2</sup>	£ 75	£ 4,725
Ceiling Finishes	63	m <sup>2</sup>	£ 80	£ 5,040
<b>Services</b>				
Sanitary installations	20	Nr	£ 500	£ 10,000
disposal installations	20	Nr	£ 100	£ 2,000
water installations	20	Nr	£ 75	£ 1,500
ventilation	63	m <sup>2</sup>	£ 10	£ 630
electrical installations	63	m <sup>2</sup>	£ 170	£ 10,710
builders work in connection with services	63	m <sup>2</sup>	£ 10	£ 630
<b>External Works</b>				
Remove vegetation	1	item	£ 500	£ 500
Building Works Estimate			£	162,128
<b>Building Works Estimate</b>			<b>say</b>	<b>£ 162,000</b>
Main Contractor's Preliminaries Estimate	say		20%	£ 33,000
<b>Sub Total</b>			<b>£</b>	<b>195,000</b>
Main Contractor's Overhead and Profit	say		10%	£ 20,000
<b>WORKS COST ESTIMATE</b>			<b>£</b>	<b>215,000</b>
Project Design Team Fees Estimate			EXCLUDED	
<b>Sub Total</b>			<b>£</b>	<b>215,000</b>
Other Development Costs			EXCLUDED	
<b>BASE COST ESTIMATE</b>			<b>£</b>	<b>215,000</b>
Risk Allowance Estimate			EXCLUDED	
<b>COST LIMIT EXCLUDING INFLATION</b>			<b>£</b>	<b>215,000</b>
Tender Inflation Limit to 4Q 2018	INCLUDED IN RATES		-	
Construction Inflation Limit to 1Q 2019	INCLUDED IN RATES		-	
<b>COST LIMIT INCLUDING INFLATION</b>			<b>£</b>	<b>215,000</b>
<b>COST LIMIT INCLUDING INFLATION SAY</b>			<b>£</b>	<b>215,000</b>

### Specific Assumptions

- 1) Tenders to be sought in competition, Single Stage Traditional Procurement, JCT Minor Works Form of Contract with lump sum price.
- 2) Option 1a - Period on site assumed at 7-14 weeks.
- 3) Main Contractor
- 4) The client will hold sufficient contingency allowances below the line separate to the contract.
- 5) The existing drainage has sufficient capacity to accommodate additional connections.
- 6) Assumed that no Asbestos Removal is required
- 7) Roof: removal of existing roof and new flat roof to slope and to supply and install a sedum brown roof. Fall restraint system (including 2 sets of full PPE)
- 8) External Wall: Timber Cladding and Green Wall
- 9) External Doors: Solid Door and Roller Shutter
- 10) Internal Walls: blockwork
- 11) Internal Doors: solid softwood door sets
- 12) Wall Finish: Altro Whiterock Satin wall cladding
- 13) Floor Finish: non-slip vinyl flooring
- 14) Ceiling Finish: MF ceiling
- 15) Electrical: New LED lighting scheme and smart controls (PIR Presence and Absence Detection, daylight saving, emergency lighting, test switches)

### Specific Exclusions

- 1) Price increases beyond 1Q 2019.
- 2) VAT assessment.
- 3) Project/design team fees.
- 4) Other development/project costs.
- 5) Surveys and investigations.
- 6) Works to install or upgrade existing incoming services.
- 7) Works to the existing fabric of the building other than where specified and surrounding areas.
- 8) Works over and above the work described for the cost/m<sup>2</sup>.
- 9) Works to remove asbestos.

### Notes

- 1) Prices have been kept at current tender pricing levels and therefore tender and construction inflation has been included to the end of 1Q 2019. The BCIS tender price index is forecasting a marginal decrease in costs towards the end of the year.

# 9578 - QUEENS PARK TOILET REFURBISHMENT

## ORDER OF COST ESTIMATE - OPTION 2a

### Prepared for City of London

#### Based upon

- 1) Playle and Partners Drawing nrs. 9000-00-1101-S4 Rev A - Existing Layout; 9578-00-3103-S2 Rev D - New Build Option A; 9578-ZZ-3203-S2 Rev D - Elevations New Build Option A
- 2) BCIS online; All in TPI (320), and Location Factor (128). Accessed on 03 October 2018.

#### Description

Demolishing existing building and building new.  
Option 2a - Demolishing existing building and building new toilet block with larger footprint.

		Option 2a			
		Quantity	Unit	Rate	Total
<b>Demolition:</b>					
Strip out and demolish existing building and removal of existing foundation		189	m <sup>3</sup>	£ 55	£ 10,395
<b>Substructure</b>					
Foundations and Lowest Floor		69	m <sup>2</sup>	£ 250	£ 17,250
<b>Superstructure</b>					
Roof					
Roof Structure		69	m <sup>2</sup>	£ 250	£ 17,250
Brown Roof		69	m <sup>2</sup>	£ 300	£ 20,700
Full Restraint System		1	item	£ 6,000	£ 6,000
Roof Lights		3	nr	£ 1,500	£ 4,500
External Walls					
Timber Cladding		42	m <sup>2</sup>	£ 300	£ 12,600
Green Wall		62	m <sup>2</sup>	£ 900	£ 55,800
Windows and external doors					
Roller Shutters		3	Nr	£ 2,000	£ 6,000
Door		1	Nr	£ 1,000	£ 1,000
Internal walls and partitions		143	m <sup>2</sup>	£ 80	£ 11,448
Internal doors		14	Nr	£ 600	£ 8,400
<b>Internal Finishes</b>					
Wall Finishes		390	m <sup>2</sup>	£ 130	£ 50,726
Floor Finishes		59	m <sup>2</sup>	£ 75	£ 4,425
Ceiling Finishes		59	m <sup>2</sup>	£ 80	£ 4,720
<b>Services</b>					
Sanitary installations		24	Nr	£ 500	£ 12,000
disposal installations		24	Nr	£ 250	£ 6,000
water installations		24	Nr	£ 150	£ 3,600
ventilation		59	m <sup>2</sup>	£ 45	£ 2,655
electrical installations		59	m <sup>2</sup>	£ 170	£ 10,030
builders work in connection with services		59	m <sup>2</sup>	£ 10	£ 590
Building Works Estimate				£	266,089
<b>Building Works Estimate say</b>				£	<b>267,000</b>
Main Contractor's Preliminaries Estimate		say	18%	£	48,000
<b>Sub Total</b>				£	<b>315,000</b>
Main Contractor's Overhead and Profit		say	8%	£	25,000
<b>WORKS COST ESTIMATE</b>				£	<b>340,000</b>
Project Design Team Fees Estimate		EXCLUDED			
<b>Sub Total</b>				£	<b>340,000</b>
Other Development Costs		EXCLUDED			
<b>BASE COST ESTIMATE</b>				£	<b>340,000</b>
Risk Allowance Estimate		EXCLUDED			
<b>COST LIMIT EXCLUDING INFLATION</b>				£	<b>340,000</b>
Tender Inflation Limit to 4Q 2018		INCLUDED IN RATES	-		
Construction Inflation Limit to 1Q 2019		INCLUDED IN RATES	-		
<b>COST LIMIT INCLUDING INFLATION</b>				£	<b>340,000</b>
<b>COST LIMIT INCLUDING INFLATION SAY</b>				£	<b>340,000</b>

#### Specific Assumptions

- 1) Tenders to be sought in competition, Single Stage Traditional Procurement, JCT Minor Works Form of Contract with lump sum price.
- 2) Option 2a - Period on site assumed at 16-20 weeks.
- 3) Main Contractor
- 4) The client will hold sufficient contingency allowances below the line separate to the contract.
- 5) The existing underground drainage has sufficient capacity to accommodate additional connections.
- 6) Assumed that no Asbestos Removal is required
- 7) Roof: low angle pitched roof and to supply and install a sedum brown roof. Fall restraint system (including 2 sets of full PPE)
- 8) External Wall: Timber Cladding and Green Wall on 140mm dense block with waterproof render.
- 9) External Doors: Solid Door and Roller Shutter
- 10) Internal Walls: blockwork
- 11) Internal Doors: solid softwood door sets
- 12) Wall Finish: Altro Whiterock Satin wall cladding
- 13) Floor Finish: non-slip vinyl flooring
- 14) Ceiling Finish: MF ceiling
- 15) Electrical: New LED lighting scheme and smart controls (PIR Presence and Absence Detection, daylight saving, emergency lighting, test switches)

#### Specific Exclusions

- 1) Price increases beyond 1Q 2019.
- 2) VAT assessment.
- 3) Project/design team fees.
- 4) Other development/project costs.
- 5) Surveys and investigations.
- 6) Works to install or upgrade existing incoming services.
- 7) Works to the surrounding area.
- 8) Works over and above the work described for the cost/m<sup>2</sup>.
- 9) Works to remove contaminated soil and asbestos.

#### Notes

- 1) Prices have been kept at current tender pricing levels and therefore tender and construction inflation has been included to the end of 1Q 2019. The BCIS tender price index is forecasting a marginal decrease in costs towards the end of the year.

The following is our assessment as to budget allowances to be set aside by the Cite of London Professional Fees, Specialist Service Fees and survey costs for the Queens Park Scheme.

<b>Additional Specialists Services and Surveys</b>	
Arboriculturalist	£ 1000.00
Topographical	£ 2500.00
Planning Application	£ 500.00
Building Regs App & Inspection	£ 800.00
Building Condition & Structural Survey	£ 4000.00
Underground Services Trace	£ 1,000.00
Asbestos Survey	£ 1,500.00
Drainage CCTV Survey	£ 2,500.00
Preliminary Ecology Assessment	£ 1,000.00
Ground/Site Investigation	£ 2,000.00
M&E Services Investigations	£ 3,000.00
Other Survey Allowance	£ 2,500.00
Associated on costs with specialist services	£ 500.00
<b>Additional Fees Total</b>	£ 22,800.00
<b>Total</b>	£ 22,800.00

# SCHEDULE OF WORKS

SECTION 3

**OUTLINE SPECIFICATION OF WORKS FOR THE REFURBISHMENT OF THE TOILET BLOCK AT QUEEN'S PARK, KINGSWOOD AVENUE, LONDON, NW6 6SG**

		£	p
3.1	<b><u>SCHEDULE OF WORKS</u></b>		
	<b>Note:</b> The following Schedule of Works is to be read in conjunction with Drawing No: 9578-00-1101-S2.A, 9578-00-3101-S2.D, 9578-01-3101-S2.A, 9578-ZZ-3201-S2.B.		
3.1.1	<b>PRICING NOTES</b>		
	a) The Contractor is to price each item separately.		
	b) Where an item refers to “match existing” the Contractor is to take all reasonable steps in order to replace the item to as near as possible match that which previously existed.		
	c) Where an item refers to “clear away” or “cart away”, the Contractor is to include for taking down, getting out, loading, transporting to an approved tip for disposal and for paying all resulting charges.		
	d) The contractor is to be responsible for ensuring that any windows and doors where decorated are opened and operate satisfactorily on completion.		
	e) The Contractor is to be responsible for checking all dimensions on site.		
	f) All provisional sums are to be expended or deducted in part or whole as directed by the Contract Administrator, claims for loss of profit against omitted provisional sums will not be considered.		
	g) The Contractor is to allow for liaising with the blocks management with regard to the day to day work schedule.		
3.1.2	<b>SERVICES</b> – The contractor is to allow for organising and paying for all necessary temporary services in order to execute the works.		
3.1.3	<b>ACCESS EQUIPMENT AND PLANT</b> – The Contractor is to allow for all other necessary access equipment and plant in order to safely carry out the works in accordance with current health and safety requirements.		
3.1.4	<b>DEBRIS CLEARANCE</b> – The Contractor is to clear any remaining contents debris to facilitate the works and all construction debris at regular intervals during the course of the works in order to ensure that the site remains safe and free from debris at all times.		
3.1.5	<b>AREAS NOT AFFECTED BY THE WORKS</b> – The Contractor is to be responsible for protecting adjoining premises during the course of the works, any damage occurring as a result of the works is to be made good at the Contractor’s expense.		

To Collection £

## SECTION 3

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### 3.2 **GENERALLY**

3.2.1 **BUILDING CONTROL** – The contractor is to allow for liaising with Building Control, obtaining all necessary approvals and for paying all associated inspection fees. On completion of the project, obtain Building Regulation Completion Certificates for the Client.

The contractor shall include within their price for paying all Building Control inspection fees and issuing of the Building Control completion certificate.

3.2.2 **REDUNDANT FIXTURES & FITTINGS** – The contractor is to include for taking down and clearing away all redundant fixtures and fittings not required as part of the refurbished property and for making good all disturbed surfaces.

3.2.3 **CLEANING** – On completion of the works the Contractor is to allow to undertake a full clean of the units and common areas, leaving fit for habitation.

3.2.3 This schedule is to be read in conjunction with the contract drawings and specifications.

3.2.4 The Contractor is to supply all materials necessary to complete the works in this schedule and must follow the manufacturers' instructions re their installation, mixing, application etc.

3.2.5 The Contractor is to allow for removal from site and safe disposal at a licenced site of all arising from demolition and construction activities.

3.2.6 The Contractor is to carry out survey to familiarise themselves with the site and prepare method statement in accordance with the specification.

3.2.7 Before commencing work the Contractor is to inspect the areas where the Works are to be executed and the associated elevations, external works, adjoining areas, public footpaths, roads, etc., and prepare a photographic condition record. The record is to be submitted to Contract Administrator prior to start on site.

3.2.8 A Refurbishment & Demolition Asbestos Survey to be carried out by the contractor. Should any asbestos be discovered during the works and specialist asbestos removal works be found to be necessary, the Contractor shall report to the Contract Administrator and all works shall be carried out in strict compliance with the Control of Asbestos Regulations 2006 and Approved Code of Practice.

Refer also to Pre-construction Information.

### 3.3 **EXTERNAL WORKS**

#### 3.3.1 **External Walls**

- Install timber battens to external rendered walls to the extent of the existing brickwork at the top of the wall, creating a flush finish around the exterior in preparation for the new wall

To Collection £

SECTION 3

£

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finishes.

- Install 20x150mm horizontal timber cladding in Red Cedar to a height of 1440mm from the building base affixed to the timber battens.
- Install Scotscape external living wall to the top half of the external walls at the height of 1440-2880mm from the base of the building, affixed to the timber battens and existing brickwork. The contractor is to liaise with Scotscape for the installation of the living wall, along with the associated irrigation and drainage system.

3.3.2 **Main Roof**

- Remove the existing felt covering to the roof and make good the existing concrete deck.
- Lay 100mm thick roof insulation covered with a loose laid geotextile fabric.
- Install 20mm plastic perforated drainage membrane above the insulation, laid to fall to the roof drainage. Covered with a loose laid geotextile fabric.
- Install low nutrient aggregate based substrate containing native seeds to the top of the roof, with a sparse planting or arid loving species.
- Install Fall Restraint System in accordance with manufacturer's design.
- Repair the existing roof lights where required, and clean thoroughly inside and out upon completion.

3.3.3 **Existing External Doors & Openings**

- Remove the existing service door and frame on the southwest elevation and fill in the opening with blockwork in preparation for the external wall finishes.
- Remove the existing frame and roller shutter Female WC access on the northeast elevation and fill in the opening with blockwork in preparation for the external wall finishes.
- Make good retained external doors and apply new coating of Dulux Weathershield Gloss paint, colour TBC.

3.3.4 **New External Doors & Openings**

- Create new door opening on the southwest elevation and install new frame and electronic roller shutter to match existing.

3.3.5 **Ventilation**

- Make good and replace external vents where required, and apply new coating of Dulux Weathershield Gloss paint to all vents, colour TBC.

3.3.6 **Groundworks**

- Allow to make good to hard standing around the perimeter of new extension and new inspection chamber. Ensure there is a suitable level access to new accessible toilet compliant with Part M of the Building Regulations.

To Collection £

SECTION 3

		£	p
<b>3.4</b>	<b>DRAINAGE</b>		
3.4.1	Install new rainwater pipe to the building exterior connected to the roof drainage and linked to existing drainage on site.		
3.4.2	The contractor is to allow for the proposed drainage alteration works as per the M&E specification.		
3.4.3	Excavate a trench to formation level for new foul drainage system and new inspection chamber. New inspection chamber is to connect to the existing underground drainage run. Compact the bottom of the excavations well. As per the M&E specification.		
3.4.4	Lay 100mm thick bedding of granular material in accordance with BS EN 1610 and compact well. Use the same material for side/surround fill.		
3.4.5	Install new 110mm diameter uPVC drainage pipes and new 450mm diameter inspection chamber in accordance with Approved Document H. Include for all fittings, connectors, cast iron manhole cover and frame. Use Marley Plumbing and Drainage or equivalent products.		
<b>3.5</b>	<b>INTERNAL WORKS</b>		
<b>3.5.1</b>	<b>General Stripping Out</b>		
	<ul style="list-style-type: none"> <li>- Take out and clear away the following as indicated on 9578-00-1101-S2.A – Demolition Layout and prepare any surfaces ready to receive new.</li> <li>- Fixtures &amp; fittings not required as part of new scheme.</li> <li>- Floor finishes.</li> <li>- Partitions not required in new scheme.</li> <li>- Wall tiling to existing bathroom areas and make good disturbed surfaces.</li> <li>- Doors and frames from openings to be infilled.</li> <li>- Doors indicated for replacement.</li> </ul>		
<b>3.5.2</b>	<b>Flooring</b>		
	<ul style="list-style-type: none"> <li>- Lay new 2mm slip resistant safety flooring from Altro Ltd (Altro Walkway, colour: Biscuit, Product Code WR146/ VM20907). Use an approved adhesive, all in accordance with the manufacturer's recommendations.</li> <li>- Allow for cove former.</li> <li>- Allow for metal strip at the door threshold.</li> </ul>		
<b>3.5.3</b>	<b>Ceiling</b>		
	<ul style="list-style-type: none"> <li>- Install 15mm straight edge Gyproc DuraLine MR plasterboard to new ceiling using plasterboard screws. Apply plasterboard jointing tape to all edges. Apply 3mm plaster skim coat.</li> </ul>		
<b>3.5.4</b>	<b>Plumbing &amp; Sanitary Ware</b>		
	<ul style="list-style-type: none"> <li>- Replace the existing hot and cold water system to supply the WC's and wash hand basins. Pipework to be in copper.</li> <li>- Allow for isolation valves, fittings, brackets etc.</li> </ul>		

To Collection £

- Install new 110mm diameter uPVC above ground foul drainage to serve WCs in accordance with Approved Document H. Include all fittings. Use Marley Plumbing and Drainage or equivalent products.
- Install solvent weld waste pipework to serve new wash hand basins and connect to above ground foul drainage in accordance with Approved Document H. Use Marley Plumbing and Drainage or equivalent products.
- Install 2 x Doc M Suite comprising of WC with seat, wash hand basin and blue grab rails from Twyford Bathrooms Ltd (product code PK8184BE) or equivalent products to both DDA WCs. Note: substitute mixer lever tap with Sola 1/2 Non Concussive Taps (Pair) (product code SF2152CP).
- Install 8 x Sola School Rimless 300 Close Coupled Toilet Pan, from Twyford Bathrooms Ltd (product code SA1512WH) or equivalent product.
- Install 6 x Sola Washbasin 600x400 1 Tap from Twyford Bathrooms Ltd (product code SA4311WH) or equivalent product.
- Install solvent weld waste pipework to serve new wash hand basin and connect to above ground foul drainage in accordance with Approved Document H. Use Marley Plumbing and Drainage or equivalent products.
- Install 4 x modular 1 litre refillable liquid soap dispenser with blue teardrop.
- Install 2 x Babyminder Horizontal Baby Changer in white.
- Install 10 x white plastic modular standard centrefeed roll dispenser.
- Install 6 x 400x900mm acrylic mirror on the wall above Washbasins.
- Install 4 x AIRDRI White Automatic Classic Hand dryer. Allow for wiring to the existing circuits.

### 3.5.5 Wall Finish & Decorations

- Apply plaster finish all walls. Use Thistle HardWall with 3mm skim coat finish.
- Install Altro Whiterock Satin wall cladding, colour: Urban (Product Code W136/W137 210) up to 1.6m from floor level. Allow for trims and transition strips.
- Allow for forming boxing to all drainage above floor level clad with Altro Whiterock Satin wall cladding as above.
- Prepare and decorate the ceiling and walls above cladding. Use Dulux Trade Diamond Matt, colour: White, with undercoat, as recommended by the manufacturer.

### 3.5.6 New Partitions

Carry out dry-lining and partitioning works. The works include:

- Construction of the new stud partition walls.
- Plastering works.

### 3.5.7 New Doors

- Install 10 new 1981 x 838mm plywood flushed internal doors with polished chrome Bathroom Privacy ironmongery set to the

To Collection £

SECTION 3

3.5.8	<p>cubicle entrances, with Dulux Trade Diamond Matt finish. Colour TBC.</p> <p><b>Lighting</b></p> <ul style="list-style-type: none"><li>- Design &amp; install new LED Lighting scheme &amp; smart controls (PIR Presence &amp; Absence detection, daylight saving, emergency lighting, test switches, etc.)</li></ul>		£	p
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To Collection £

SECTION 3

	<u>Collection</u>		£	p
		Page		
		3/1		
		3/2		
		3/3		
		3/4		
		3/5		
		3/6		
<b>TOTAL</b>	<b>Carried to General of Summary</b>		<b>£</b>	

To Collection £

SECTION 3

**OUTLINE SPECIFICATION OF WORKS FOR THE DEMOLISHMENT AND NEW BUILD OF THE TOILET BLOCK AT QUEEN'S PARK, KINGSWOOD AVENUE, LONDON, NW6 6SG**

		£	p
3.1	<b><u>SCHEDULE OF WORKS</u></b>		
	<b>Note:</b> The following Schedule of Works is to be read in conjunction with Drawing No: 9578-00-3103-S2.D, 9578-01-3101-S2.A, 9578-ZZ-3201-S2.B		
3.1.1	<b>Pricing Notes</b>		
	a) The Contractor is to price each item separately.		
	b) Where an item refers to "match existing" the Contractor is to take all reasonable steps in order to replace the item to as near as possible match that which previously existed.		
	c) Where an item refers to "clear away" or "cart away", the Contractor is to include for taking down, getting out, loading, transporting to an approved tip for disposal and for paying all resulting charges.		
	d) The contractor is to be responsible for ensuring that any windows and doors where decorated are opened and operate satisfactorily on completion.		
	e) The Contractor is to be responsible for checking all dimensions on site.		
	f) All provisional sums are to be expended or deducted in part or whole as directed by the Contract Administrator, claims for loss of profit against omitted provisional sums will not be considered.		
	g) The Contractor is to allow for liaising with the blocks management with regard to the day to day work schedule.		
3.1.2	<b>Services</b>		
	The contractor is to allow for organising and paying for all necessary temporary services in order to execute the works.		
3.1.3	<b>Access Equipment &amp; Plant</b>		
	The Contractor is to allow for all other necessary access equipment and plant in order to safely carry out the works in accordance with current health and safety requirements.		
3.1.4	<b>Debris Clearance</b>		
	The Contractor is to clear any remaining contents debris to facilitate the works and all construction debris at regular intervals during the course of the works in order to ensure that the site remains safe and free from debris at all times.		

To Collection £

## SECTION 3

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### 3.2 **GENERALLY**

#### 3.2.1 **Building Control**

The contractor is to allow for liaising with Building Control, obtaining all necessary approvals and for paying all associated inspection fees. On completion of the project, obtain Building Regulation Completion Certificates for the Client.

The contractor shall include within their price for paying all Building Control inspection fees and issuing of the Building Control completion certificate.

#### 3.2.2 **Redundant Fixtures & Fittings**

The contractor is to include for taking down and clearing away all redundant fixtures and fittings not required as part of the refurbished property and for making good all disturbed surfaces.

#### 3.2.3 **Cleaning**

On completion of the works the Contractor is to allow to undertake a full clean of the units and common areas, leaving fit for habitation.

3.2.3 This schedule is to be read in conjunction with the contract drawings and specifications.

3.2.4 The Contractor is to supply all materials necessary to complete the works in this schedule and must follow the manufacturers' instructions re their installation, mixing, application etc.

3.2.5 The Contractor is to allow for removal from site and safe disposal at a licenced site of all arising from demolition and construction activities.

3.2.6 The Contractor is to carry out survey to familiarise themselves with the site and prepare method statement in accordance with the specification.

3.2.7 Before commencing work the Contractor is to inspect the areas where the Works are to be executed and the associated elevations, external works, adjoining areas, public footpaths, roads, etc., and prepare a photographic condition record. The record is to be submitted to Contract Administrator prior to start on site.

3.2.8 A Refurbishment & Demolition Asbestos Survey to be carried out by the contractor. Should any asbestos be discovered during the works and specialist asbestos removal works be found to be necessary, the Contractor shall report to the Contract Administrator and all works shall be carried out in strict compliance with the Control of Asbestos Regulations 2006 and Approved Code of Practice. Refer also to Pre-construction Information.

### 3.3 **DEMOLITION WORKS**

3.3.1 The contractor is to allow for the demolition and removal of the existing building and structure, with the option to retain the existing foundations following input from the Structural Engineer.

To Collection £

## SECTION 3

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### 3.4 **EXTERNAL WORKS**

#### 3.4.1 **Ground Slab**

- Infill the footprint of new extension with hard-core to appropriate level and compact well. Allow for 25mm sand blinding.
- Lay 150mm thick layer of DTp1 or of 50mm crusher run and compact well. Blind with 50mm sand.
- Lay 1200 gauge polythene DPM. DPM to be taken up the walls and lapped with DPC.
- Cast 100mm thick C25 grade concrete slab with A193 steel reinforcement mesh. Finish concrete by hand floating followed by steel trowel finish. Finished concrete surface to be ready to receive floor finishes.

#### 3.4.2 **Masonry Works**

Construct 215mm thick solid wall using solid dense concrete blockwork.

- Allow for a proprietary DPC minimum 150mm above the finished external ground level.
- Allow for stainless steel wall starters.
- Allow for 4 No. Catnic CG90/50 lintels to be installed above the door and entrance openings.
- Fit aluminium parapet wall capping.

#### 3.4.3 **Main Roof**

- Install 50x175mm C24 softwood runners bolted to the face of the wall with M12 sleeve anchors or chemical fixings. Allow for DPM between the timber runners and masonry.
- Install 50x175mm C24 softwood joists at 600mm centres. Allow for galvanised joists hangers to attach the joists to the runners.
- Install 50mm thick treated softwood firings cut to form 15 deg pitch with 18mm thick marine plywood deck over.
- Install Scotscape extensive roof system as per the manufacturer's specifications.
- Install Fall Restraint System in accordance with manufacturer's design.

#### 3.4.4 **External Doors & Openings**

- Create 4 x entrances to the toilet block.
- Install 3 x frames with electric roller shutters to the Male, Female & Unisex WCs.
- Install new frame and Heavy Duty, Hardwood/ Composite Exterior door to PAS 24: 2016 to the DDA WC entrance.

#### 3.4.5 **Roof Lights**

- Install 3 new Velux 780 x 1800mm MK12 centre pivot roof windows with standard glazing and manual control.

#### 3.4.6 **Ventilation**

- Ventilation to be installed as per the M&E Engineers specification.

To Collection £

## SECTION 3

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### 3.4 **DRAINAGE**

3.4.1 Install new rainwater pipe to the building exterior connected to the roof drainage and linked to existing drainage on site.

3.4.2 The contractor is to allow for the proposed drainage alteration works as per the M&E specification.

### 3.5 **INTERNAL WORKS**

#### 3.5.1 **Flooring**

- Lay new 2mm slip resistant safety flooring from Altro Ltd (Altro Walkway, colour: Biscuit, Product Code WR146/ VM20907). Use an approved adhesive, all in accordance with the manufacturer's recommendations.
- Allow for cove former.
- Allow for metal strip at the door threshold.

#### 3.5.2 **New Partitions**

Carry out dry-lining and partitioning works. The works include:

- Construction of the new stud partition walls.
- Plastering works.

#### 3.5.3 **Wall Finish & Decorations**

- Apply plaster finish all walls. Use Thistle HardWall with 3mm skim coat finish.
- Install Altro Whiterock Satin wall cladding, colour: Urban (Product Code W136/W137 210) up to 1.6m from floor level. Allow for trims and transition strips.
- Allow for forming boxing to all drainage above floor level clad with Altro Whiterock Satin wall cladding as above.
- Prepare and decorate the ceiling and walls above cladding. Use Dulux Trade Diamond Matt, colour: White, with undercoat, as recommended by the manufacturer.

#### 3.5.4 **Plumbing & Sanitary Ware**

- Replace the existing hot and cold water system to supply the WC's and wash hand basins. Pipework to be in copper.
- Allow for isolation valves, fittings, brackets etc.
- Install new 110mm diameter uPVC above ground foul drainage to serve WCs in accordance with Approved Document H. Include all fittings. Use Marley Plumbing and Drainage or equivalent products.
- Install solvent weld waste pipework to serve new wash hand basins and connect to above ground foul drainage in accordance with Approved Document H. Use Marley Plumbing and Drainage or equivalent products.
- Install 3 x Doc M Suite comprising of WC with seat, wash hand basin and blue grab rails from Twyford Bathrooms Ltd (product code PK8184BE) or equivalent products to both DDA WCs. Note: substitute mixer lever tap with Sola 1/2 Non Concussive Taps (Pair) (product code SF2152CP).
- Install 12 x Sola School Rimless 300 Close Coupled Toilet

To Collection £

SECTION 3

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Pan, from Twyford Bathrooms Ltd (product code SA1512WH) or equivalent product.

- Install 12 x Sola Washbasin 600x400 1 Tap from Twyford Bathrooms Ltd (product code SA4311WH) or equivalent product.
- Install solvent weld waste pipework to serve new wash hand basin and connect to above ground foul drainage in accordance with Approved Document H. Use Marley Plumbing and Drainage or equivalent products.
- Install 2 x Clifton Waterless Urinal Twyford Bathrooms Ltd (product code VC7502WH) or equivalent product.
- Install 11 x modular 1 litre refillable liquid soap dispenser with blue teardrop.
- Install 2 x Babyminder Horizontal Baby Changer in white. Install 14 x white plastic modular standard centrefeed roll dispenser.
- Install 12 x 400x900mm acrylic mirror on the wall above Washbasins.
- Install 6 x AIRDRI White Automatic Classic Hand dryer. Allow for wiring to the existing circuits.

3.5.7 **New Doors**

- Install 14 new 1981 x 838mm plywood flushed internal doors with polished chrome Bathroom Privacy ironmongery set to the cubicle entrances, with Dulux Trade Diamond Matt finish. Colour TBC.

3.5.8 **Lighting**

- Design & install new LED Lighting scheme & smart controls (PIR Presence & Absence detection, daylight saving, emergency lighting, test switches, etc.)

To Collection £

SECTION 3

	<u>Collection</u>		£	p
		Page		
		3/1		
		3/2		
		3/3		
		3/4		
		3/5		
<b>TOTAL</b>	<b>Carried to General of Summary</b>		<b>£</b>	

To Collection £

# PROGRAMMES

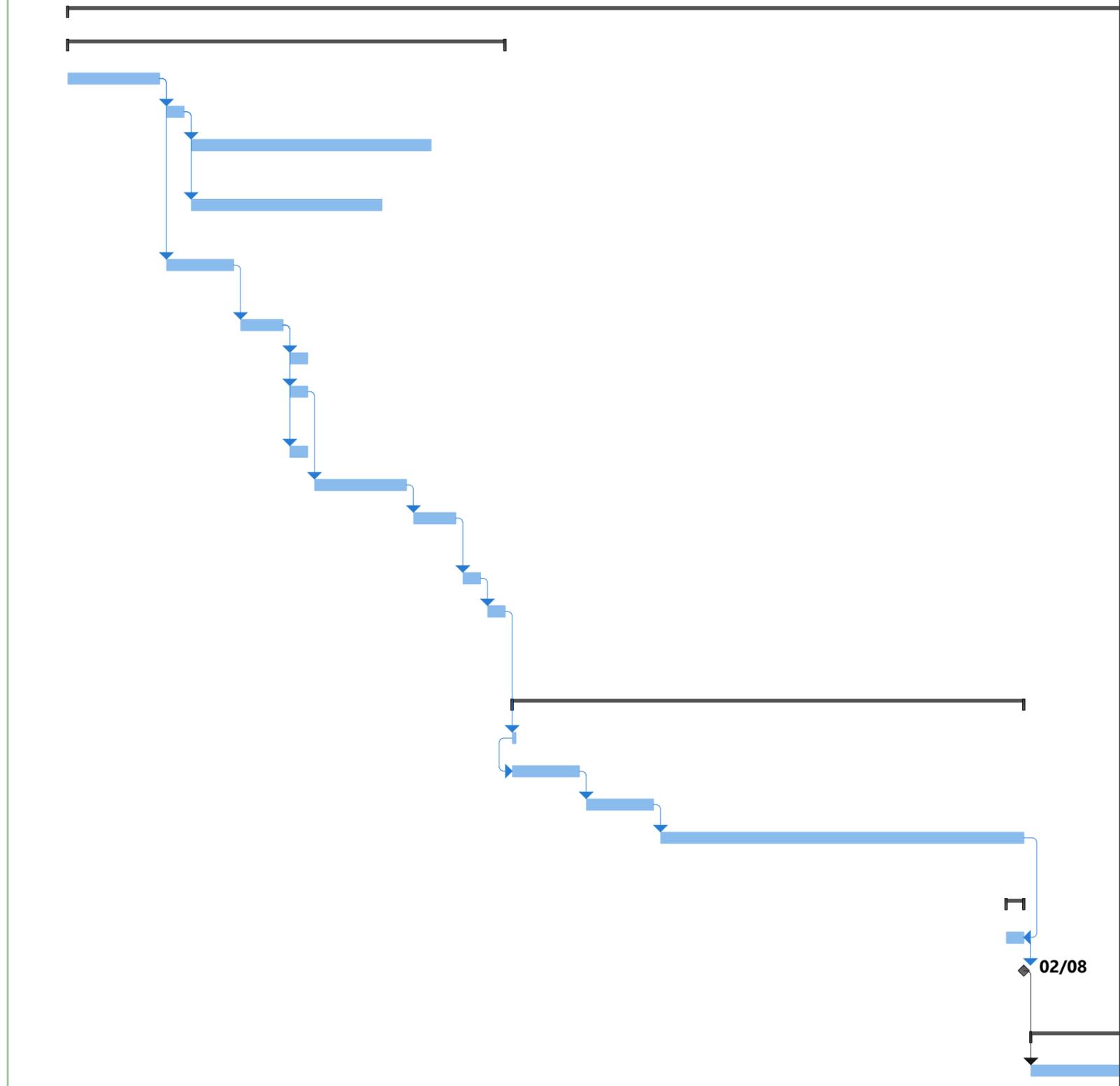
ID	Task Name	Duration	Start	Finish	24 Sep '18	22 Oct '18	19 Nov '18	17 Dec '18	14 Jan '19	11 Feb '19	11 Mar '19	08 Apr '19	06 May '19	03 Jun '19	01 Jul '19	29 Jul '19												
					23	04	15	26	06	17	28	09	20	31	11	22	02	13	24	07	18	29	09	20	01	12	23	03
1	<b>Queens Park WC Refurbishment</b>	<b>435 days</b>	<b>Mon 05/11/18</b>	<b>Fri 03/07/20</b>																								
2	<b>RIBA Stage 3-4 Developed and Technical Design</b>	<b>90 days</b>	<b>Mon 05/11/18</b>	<b>Fri 08/03/19</b>																								
3	Finalisation of Developed & Technical Design	4 wks	Mon 05/11/18	Fri 30/11/18																								
4	Preparation of Planning Documents	1 wk	Mon 03/12/18	Fri 07/12/18																								
5	Submission of Planning Application, validation and decision period	10 wks	Mon 10/12/18	Fri 15/02/19																								
6	Building Control submission, consultation period and approval	8 wks	Mon 10/12/18	Fri 01/02/19																								
7	Preparation of Tender Documentation (preliminaries, FoT, PCI, etc)	3 wks	Mon 03/12/18	Fri 21/12/18																								
8	Christmas Shutdown	2 wks	Mon 24/12/18	Fri 04/01/19																								
9	Identification of Tendering Contractors	1 wk	Mon 07/01/19	Fri 11/01/19																								
10	Client review, approval and issue of tender package	1 wk	Mon 07/01/19	Fri 11/01/19																								
11	Pre Tender Estimate	1 wk	Mon 07/01/19	Fri 11/01/19																								
12	Tender Period	4 wks	Mon 14/01/19	Fri 08/02/19																								
13	Evaluation of tender submissions and tender recommendations	2 wks	Mon 11/02/19	Fri 22/02/19																								
14	Client Review	1 wk	Mon 25/02/19	Fri 01/03/19																								
15	Contract award and issue of contract documents	1 wk	Mon 04/03/19	Fri 08/03/19																								
16																												
17	<b>RIBA Stage 5 Construction</b>	<b>85 days</b>	<b>Mon 11/03/19</b>	<b>Fri 05/07/19</b>																								
18	Pre Start Meeting	1 day	Mon 11/03/19	Mon 11/03/19																								
19	Contractor mobilisation	3 wks	Mon 11/03/19	Fri 29/03/19																								
20	Construction period	14 wks	Mon 01/04/19	Fri 05/07/19																								
21																												
22	<b>RIBA Stage 6 Handover and Close Out</b>	<b>5 days</b>	<b>Mon 01/07/19</b>	<b>Fri 05/07/19</b>																								
23	Handover period	1 wk	Mon 01/07/19	Fri 05/07/19																								
24	Handover	0 days	Fri 05/07/19	Fri 05/07/19																								
25																												
26	<b>RIBA Stage 7 In Use</b>	<b>260 days</b>	<b>Mon 08/07/19</b>	<b>Fri 03/07/20</b>																								
27	Defect Period	52 wks	Mon 08/07/19	Fri 03/07/20																								

Page 2 of 11

Date: Fri 19/10/18	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

ID	Task Name	Duration	Start	Finish	22 Oct '18	19 Nov '18	17 Dec '18	14 Jan '19	11 Feb '19	11 Mar '19	08 Apr '19	06 May '19	03 Jun '19	01 Jul '19	29 Jul '19	2019																					
1	<b>Queens Park WC New Build</b>	<b>455 days</b>	<b>Mon 05/11/18</b>	<b>Fri 31/07/20</b>	15	26	06	17	28	09	20	31	11	22	02	13	24	07	18	29	09	20	01	12	23	03	14	25	06	17	28	08	19				
2	<b>RIBA Stage 3-4 Developed and Technical Design</b>	<b>90 days</b>	<b>Mon 05/11/18</b>	<b>Fri 08/03/19</b>																																	
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4	Preparation of Planning Documents	1 wk	Mon 03/12/18	Fri 07/12/18																																	
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16																																					
17	<b>RIBA Stage 5 Construction</b>	<b>105 days</b>	<b>Mon 11/03/19</b>	<b>Fri 02/08/19</b>																																	
18	Pre Start Meeting	1 day	Mon 11/03/19	Mon 11/03/19																																	
19	Contractor mobilisation	3 wks	Mon 11/03/19	Fri 29/03/19																																	
20	Demolition period	3 wks	Mon 01/04/19	Fri 19/04/19																																	
21	Construction period	15 wks	Mon 22/04/19	Fri 02/08/19																																	
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23	<b>RIBA Stage 6 Handover and Close Out</b>	<b>5 days</b>	<b>Mon 29/07/19</b>	<b>Fri 02/08/19</b>																																	
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Page 242



Date: Fri 19/10/18

Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			

## Further Investigation Required

(Excavation, Foundation Design etc.)

### Conservation Area

As outlined in the City of London's Conservation Area - "A General Introduction to their Character" it is important that any changes or alterations are managed in a way to preserve and strengthen the rich, complex, intricate and subtle character and individuality of the City's Conservation Area. The Conservation Areas are locations that are identified and considered as historic and architectural importance. Therefore, any works need to consider the locations importance. As this building is located within the Conservation Area care will need to be considered when designing and constructing the extension.

### Surrounding Contexts

It is important that the existing trees are preserved effectively. The buildings is located in a park therefore the surrounding trees need to be considered. Particularly those situated in close proximity to the building. A specialist Arboricultural Consultant will be required to carry out the relevant Tree Survey, Arboricultural Impact Assessment, Ecological Surveys and a identify the Root Protection Areas. The consultant will be able to suggest potentially mitigation strategies to elevate any issues raised.

### Structure

Consultation will need to be a made with a Structural Engineer to consider the Foundation Design, Floor Specification, Roof Joist Structure and lintels over doors and windows

### Contractor Welfare Provision

The Welfare Provision will be included in the Principal Contractors Construction Phase Plan as part of the Contractors design. It will need to be considered with consultation with the stakeholders of the Park to accommodate and agree the welfare type, location and requirements.

### CCTV Drainage Survey

The CCTV Drainage Survey will need to be conducted to identify current and potential problems in your drainage system.

### Site/Ground Investigation to inform structural foundation design, etc.

The site/ground investigation will be conducted to obtain information in regards to the buildings design and ground that it is constructed on to identify and prevent potential problems that may be encountered in the project.

### M&E Engineer Condition Survey of existing systems if they are proposed to be reused.

The M&E Engineer condition Survey will be conducted to determine if the existing systems that are proposed to be reused, are appropriate for the new development or if they will need replacing. The M&E Specialist will also need to liaise with Thames Water to confirm the existing capacity will be suitable for any design changes.

### Refurbishment and Demolition Asbestos Survey

The refurbishment and demolition asbestos survey will be conducted to determine the risk of asbestos during the refurbishment and demolition processes.

## Statutory Approvals Required

### Planning

Full Planning Permission will be required as the work involves altering the appearance to the existing building and it is located within a Conservation Area. Some minor extensions do not need planning permission and fall under the category of Permitted Development Rights. However, as the works is located within a Conservation Area that may this may determine the need for a Planning Application. The Department of the Built Environment (DBE) will need to be contacted to confirm whether the work is either a Permitted Development or will need Planning Permission. Conditions can still be applied if the work is considered a Permitted Development. The cost will be determined once the DBE have confirmed the category that the building falls within.

### Building Regulations

Applications for Building Regulations approval are needed for most alterations and refurbishments of existing buildings. The cost is determined by the cost and extent of the all the building work involved. The application requires a five week turnaround in a response from Building Control once the information is submitted.

# APPENDIX A: BRIEF

## Queen's Park: Outline Design for Toilet Refurbishment, Consultant Brief

**Address:** Queens Park, Kingswood Avenue, London, NW6 6SG

**Building Surveyor:** Marcus Odunlami - 020 8332 1744 or 07834 386 501

### Aim

To investigate the feasibility of 2no. options to refurbish or re-construct the existing toilet block facilities, internally & externally to provide separate entrances from the Main Park and the contained Children's Play Area and increase the existing toilet facilities at Queens Park.



### Consultant Scope

To provide an Outline Design for 2no. designs complete with measured floor, roof & elevation plans, itemised specification of works and projections of all fees and costs associated with the construction.

The Outline Design shall include, but not be limited to:

- Measured Floor Plans including locations of all sanitary ware and Doc M furniture
- Plan of Connections to Existing Services (waste, roof drainage, ventilation, etc.)
- New Elevation Plans
- Outline Specification of Works for the construction including all materials, plant, contractor welfare provisions, etc.
- Outline of stages of preparation and construction, and allocated timescales for completion

- Estimate of all associated costs of construction and administration (including professional fees, planning permission, etc.)
- Descriptions of further investigation required and estimate of the associated costs (excavation, foundation design, etc.)
- Identification of statutory approvals required

The Client is seeking to improve the hyenic performance and visual appeal of the building. Example toilet blocks of interest are illustrated below. The incorporation of hygienic wall cladding or Solid Grade Compact Laminate (CGL) boards internally and the modernisation of the external faced via cladding, wall planting or green roof options are of particular interest. Economic options to improve the aesthetics are to be discussed and included within the Outline Designs.

#### Refurbishment (Gender-Neutral) Design

To advise on and submit a design for the refurbishment of the toilet block keeping within the existing structure and footprint. Facilities shall include:

- Separate facilities, both Gender Neutral, one accessible from the Children's Play Area and one accessible from the Main Park only
- Each separate facility shall provide at least 3no. self-contained WC's, 1no. Doc M accessible WC and separate baby changing facility

#### Re-construction Design

To advise on and submit a design for the demolition of the existing and provision of a new toilet building, extending the footprint: Facilities shall include:

- Separate Male & Female block accessible from the Main Park Area and Gender-Neutral block accessible from the Children's Play Area
- Male & Female blocks to contain 1no. Doc M accessible WC, 4no. WC's and separate baby changing facility

See concept designs for Refurbishment & Re-construction options in Appendices below

#### Methodology

All investigation will be non-destructive. The Consultant shall complete the Outline Design in consultation with Building Surveyor Marcus Odunlami, to ensure the design incorporates considerations & preferences of the Site's operational Staff and Users.

#### The Site

Queen's Park is a 12 hectare park managed by the City of London and has been open to the public since 1887. Queen's Park lies within the London Borough of Brent and the park and the surrounding streets are in a Conservation Area

#### Location

Queens Park, Kingswood Avenue, London, NW6 6SG, Children's Play Area toilet as marked out on the map appended

Preferred location of the extension is onto the West facing side (facing Milman Road) of the existing toilet block, on the corner within the play area railing (See photo above and prospective plan appended)

Timescale

Submission of Quote: 12/09/18

Project Start: 17/09/18

Submission of Provisional floor plan, elevations and connections for Client comments:  
05/10/18

Submission of Final Design Scope and Report: 19/10/18

Where Consultant is able to improve on the above timeline, this would be greatly appreciated as the Outline Designs are required for a Consultancy Meeting scheduled 31<sup>st</sup> Oct and additional time to review options would be preferable.

Visiting Site

Site Opening Hours: 7am – 4:45pm

Although the Site is open to the public, the Consultant is required to confirm all visits with Site Contacts to arrange access for inspections:

Richard Gentry on 07768 808 426/ 0208 340 5260 or

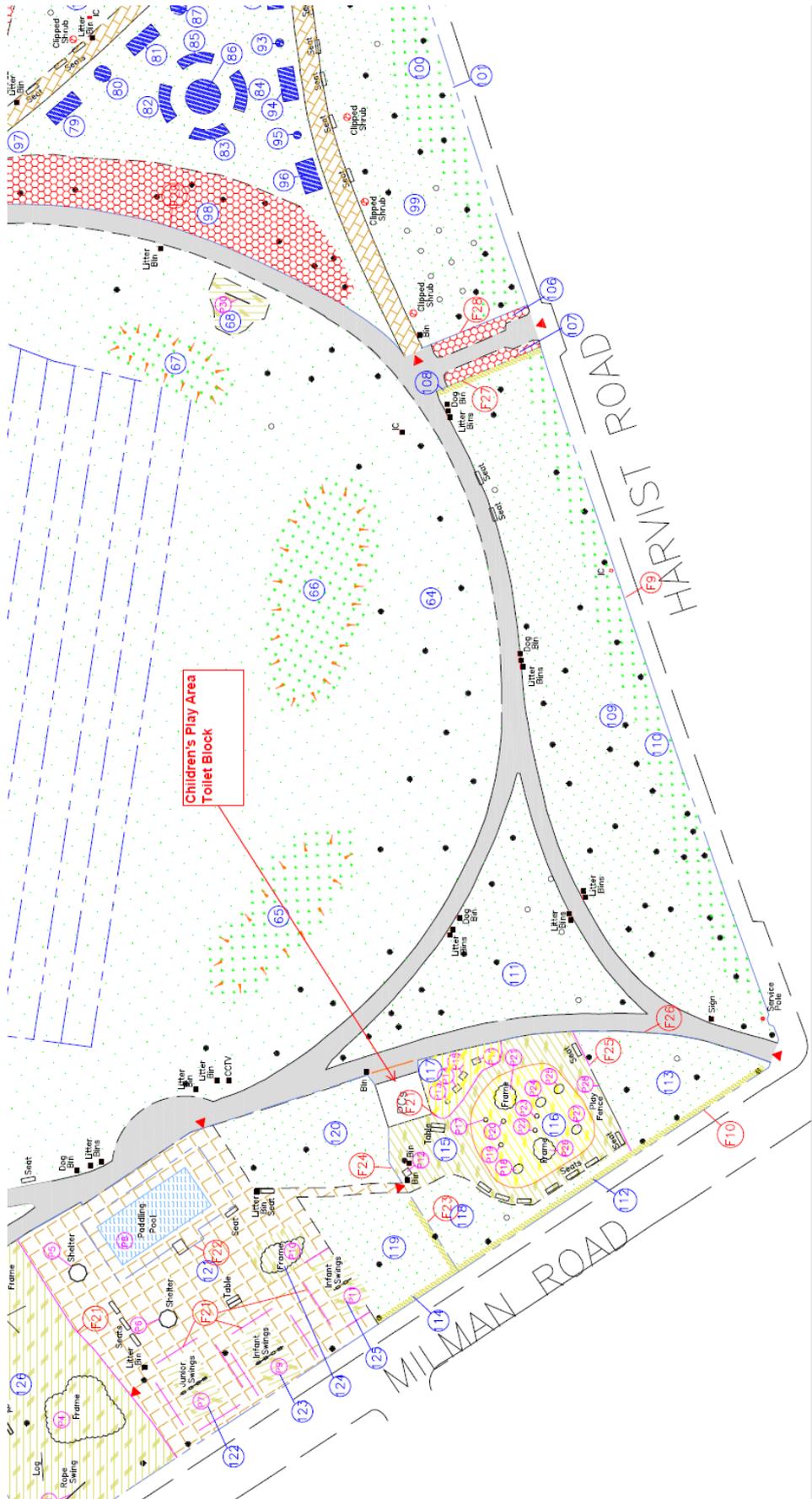
Mick Geurin on 07879 668 525/ 020 8969 5661

**All queries** regarding this project are to be directed to Building Surveyor **Marcus Odunlami** (07834 386 501)

Queens Park Location Plan



Queens Park Location Plan (Children's Play Area Toilet Block)



Example Toilet Block of Interest

Great Yarmouth Sea Front



Milfield Lane Toilets – Hampstead Heath

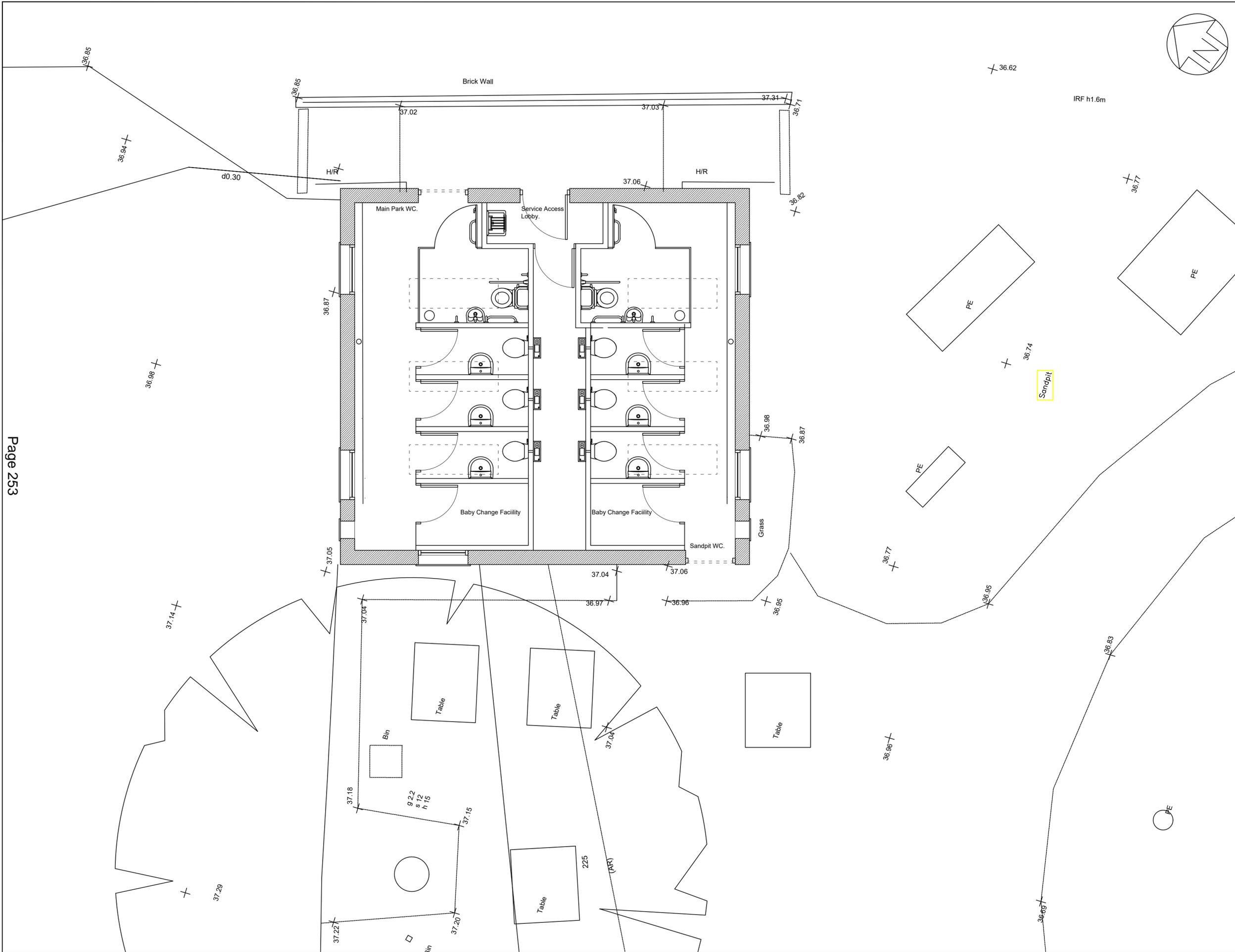


### Burnham Beeches Toilets



### Wall Planting Example





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REV	COMMENT	DATE
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**PLAYLE & PARTNERS LLP**  
 CONSTRUCTION & PROPERTY CONSULTANT

Crest House 138 Main Road Sidcup Kent DA14 6NY  
 Telephone 020 8300 4444 Fax 020 8300 2260  
 Email sidcup@playleandpartners.co.uk

**PROJECT**  
 Extension to Toilet Block,  
 Queens Park, Kingswood  
 Avenue, London, NW6 6SG

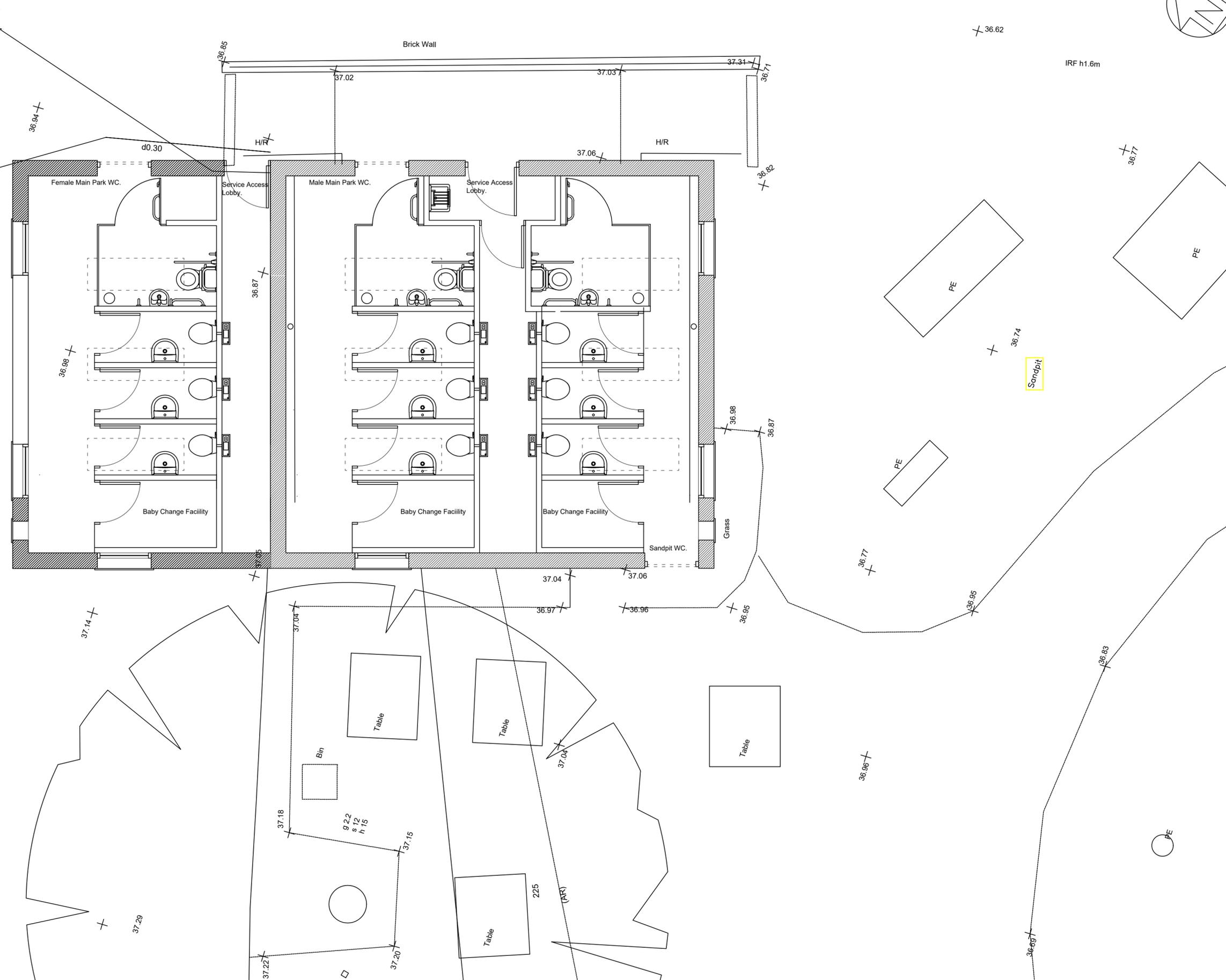
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 Refurbishment Gender  
 Neutral Design

**CLIENT**  
 City of London

**DRAWN**  
 CD

**DATE** 01/06/2017 **SCALE** 1:50 @ A2

**DWG No.** 9000-00-1101-S3 **REV** A



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REV	COMMENT	DATE

**PLAYLE & PARTNERS LLP**  
CONSTRUCTION & PROPERTY CONSULTANT

Crest House 138 Main Road Sidcup Kent DA14 6NY  
Telephone 020 8300 4444 Fax 020 8300 2260  
Email sidcup@playleandpartners.co.uk

**PROJECT**  
**Extension to Toilet Block, Queens Park, Kingswood Avenue, London, NW6 6SG**

**TITLE**  
**Reconstruction Design**

**CLIENT**  
**City of London**

**DRAWN**  
**CD**

**DATE** 01/06/2017 **SCALE** 1:50 @ A2

**DWG No.** 9000-00-1101-S3 **REV** A



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Page 255

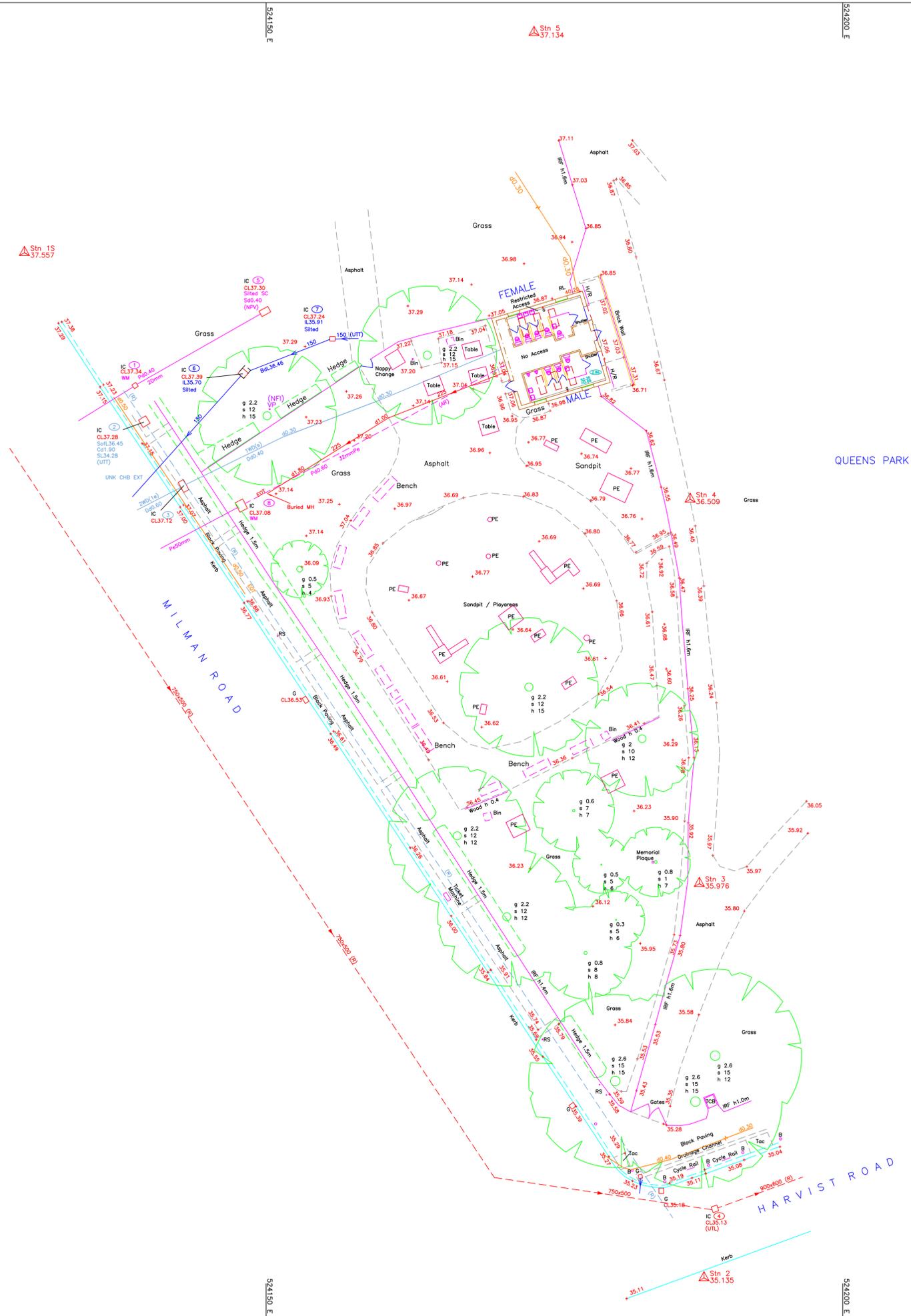
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524150 E

524200 E

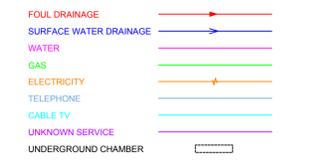
524200 E



STANDARD ABBREVIATIONS

A/C	Air Conditioner	LB	Letter Box
ATM	Automated Telling Machine	LP	Lamp Post
B	Ballard	Max	Maximum
BB	Bottle Beacon	MB	Mailbox
BH	Borehole	MH	Manhole
Br	Brick	Min	Minimum
B/S	Brick Sills	Mkr	Marker
BRW	Brick Retaining Wall	NB	Notice Board
BS	Box Stop	NE	Name Plate
BT	British Telecom	OF	Open Boarded Fence
BW	Brick Wall	OH	Overhead
BWF	Buried Wire Fence	OSBM	Ordinance Survey Bench Mark
CBF	Cable Boarded Fence	P	Post
CCTV	Closed Circuit Television	PB	Plaster Box
CF	Corrugated Iron Fence	PE	Programmed Equipment
CL	Cover Level	PL	Plaster Light
CLF	Chain Link Fence	PM	Painting Meter
Col	Column	PPF	Post and Rail Fence
Conc	Concrete	PS	Painting Stone
COV	Cable on Wall	PWF	Post and Wire Fence
CPS	Concrete Paving Stone	RE	Road Sign
CTV	Cable Television IC	RD	Road Sign
e	depth	RS	Road Sign
DC	Dust Cover	RSJ	Roofed Steel Joist
DH	Duct Height	RWF	Rain Water Pipe
DP	Down Pipe	s	sprawl
D/C	Drainage Channel	SB	Sign Board
EIC	Electrical Inspection Cover	SBM	Site Bench Mark
EJB	Electrical Junction Box	SC	Stop Cock
EP	Electricity Pole	SF	Security Fence
ER	Earthing Rod	SHB	Shrub Bed
ESG	Electrical Switchgear	SL	Strip Level
FB	Flower Bed	SO	Stone Outlet
FH	Fire Hydrant	SP	Sign Post
FL	Floor Level	SV	Stop Valve
FR	Floodlight	T	Telephone
g	girth	Tac	Tablet Paving
G	Gully	TBM	Temporary Bench Mark
GC	Gas Cock	TCB	Telephone Call Box
GM	Gas Meter	TCP	Traffic Control Post
GP	Gas Post	TIC	Telephone Inspection Cover
GV	Gas Valve	TJB	Telephone Junction Box
h	height	TL	Traffic Light
HR	Harbour	TLCB	Traffic Light Control Box
IB	Illuminated Board	TLC	Traffic Light Inspection Cover
IC	Inspection Cover	TP	Telephone Pole
I	Invert Level	Typ	Typical
I	Invert	V	Vent
IRS	Illuminated Road Sign	VP	Vert Pipe
JB	Junction Box	W	Window
JO	Joint Outlet	WM	Water Meter
L	Light	WV	Water Valve
RL	Roof Level		

SERVICE LEGEND



Electro-detection techniques have been used in the location of underground services. The results are not infallible and trial excavations must be carried out to confirm service identification, position and particularly depths. Although all reasonable effort has been made in searching available record drawings the completeness of the underground services information cannot be guaranteed.

Unless otherwise stated, drainage pipes are 100mm diameter.

Due to the inherent instability of paper materials, drawings plotted on paper may be stretched and distorted - dimensions scaled from paper plots should therefore be treated with caution.

This drawing has been produced for the purpose of the original commissioning agent. Plowman Craven Limited will accept no responsibility for details that are subsequently found to be the consequence of undisclosed facts or that were obscured from view at the time of survey or that have been altered since the survey.

See www.plowmancraven.co.uk for full terms and conditions of contract.

ISSUES & REVISIONS

Issue	Details	By	Date
A	Original Issue	PW	07/10/2016

This survey is commensurate with band F accuracy, as outlined in the RICS survey detail accuracy banding table. All levels are in metres and are above Ordnance Survey Newlyn Datum derived by multiple network RTK GPS observations. The survey grid shown on this drawing is positioned on Ordnance Survey (OS) National Grid, obtained by multiple network RTK GPS observations. Toilet plans have been drawn from measurements taken on site with areas that were unable to be accessed infilled with detail from drawing no C10/GE/QP/E1. Benches and bins which are not fixed to the ground have been shown in a dashed linestyle. All quoted dimensions are in metres. Drawing units are metres.

CLIENT  
**City Of London**  
Guildhall  
PO Box 270  
London  
EC2P 2EJ

PROJECT TITLE  
**Queens Park**  
NW6, London  
Site Survey - Playground  
PRESENTATION SCALE **1:200 @ A1**  
DATE OF ORIGINAL SURVEY **30 Sept 2016**  
PC PROJECT No. **36694** CHECKED **DGR**  
DRAWING No. **ISSUE**  
**36694T-01** **A**

**Plowman Craven**  
Plowman Craven House  
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115 Southwark Bridge Road  
London  
SE1 0AX  
Tel: +44 (0)207 490 7700  
Social media icons for Facebook and LinkedIn.





Existing WC building from the Path



Existing WC building



Internal View: Existing WC building



Internal View: Existing WC building



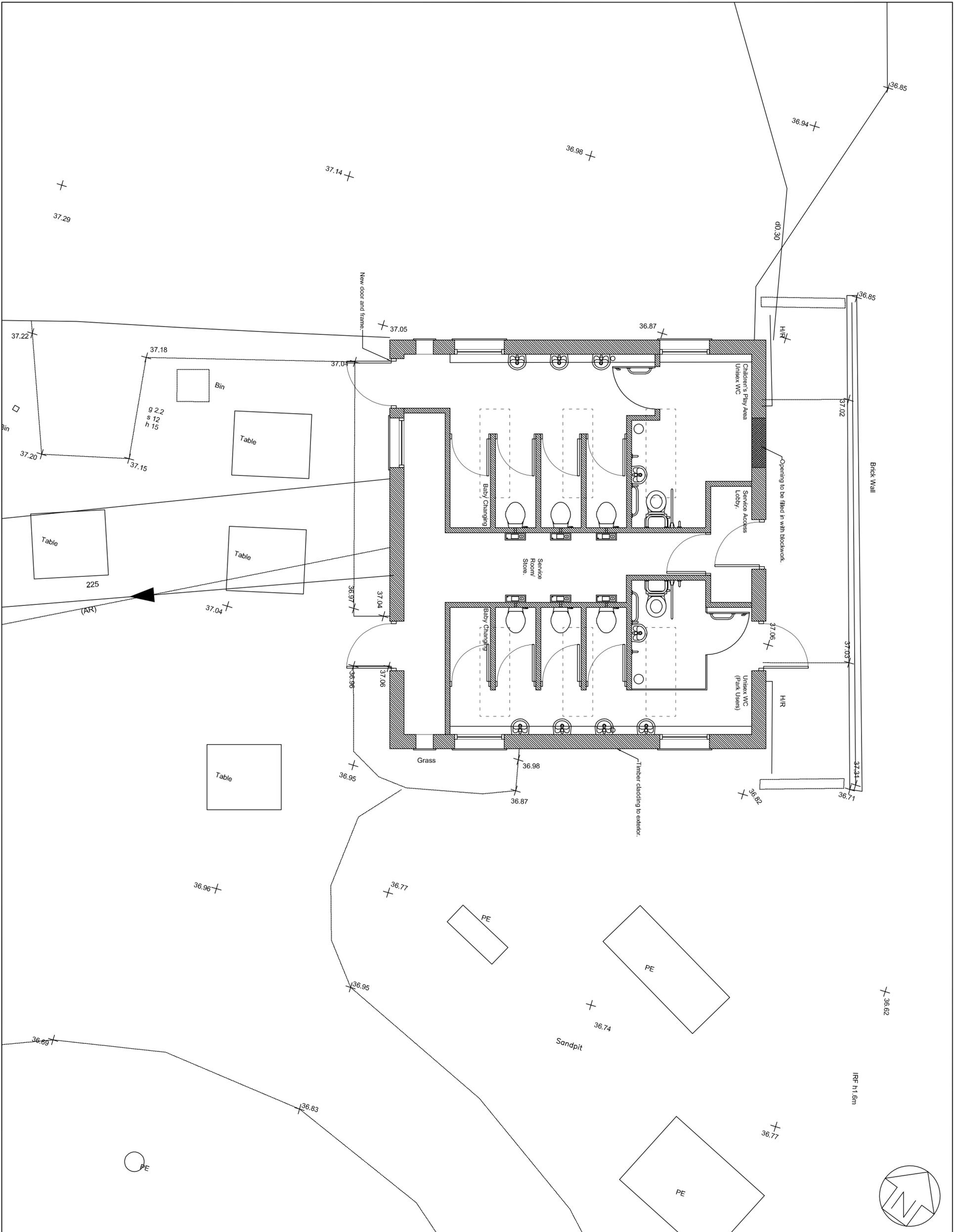
Queen's Park Cafe WC's



Queen's Park Cafe WC's

## APPENDIX B: PHOTOGRAPHS

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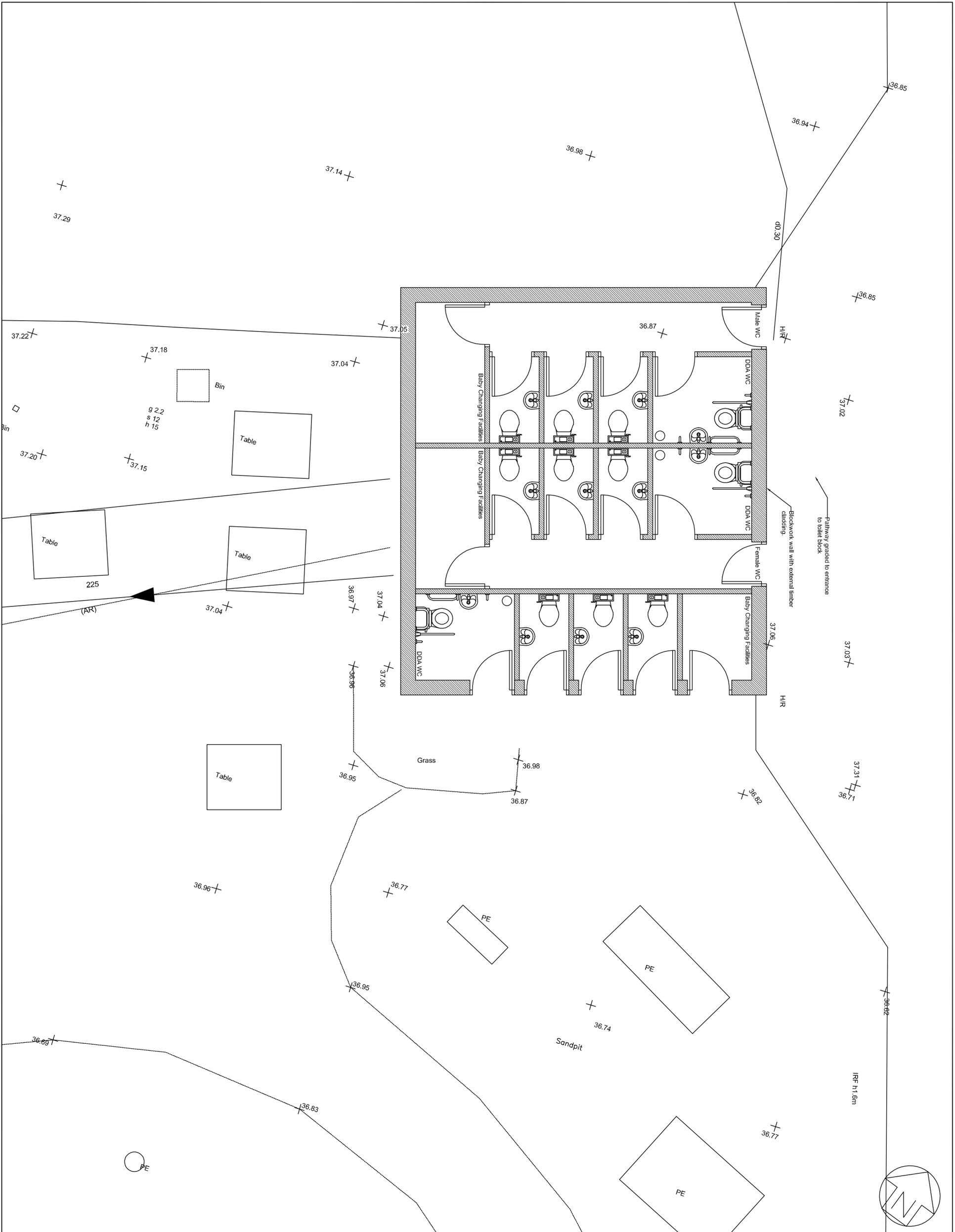
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<b>PLAYLE &amp; PARTNERS LLP</b> CONSTRUCTION & PROPERTY CONSULTANTS Great House • 138 Main Road • Sclayp • Kent DA14 6NY Telephone 020 8300 6811 • Fax 020 8300 2260 Email <a href="mailto:sdc@pjp.co.uk">sdc@pjp.co.uk</a>		PROJECT <b>Extension to Toilet Block,          Queens Park, Kingswood          Avenue, London, NW6 6SG</b>
CLIENT <b>City of London</b>	TITLE <b>Proposed Layout -          Refurbishment Option B</b>	DATE <b>26/09/2018</b>
DRAWN <b>DJ</b>	CHECKED	SCALE <b>1:50 @ A2</b>
DNG No. <b>9578-00-3102-S2</b>	REV. <b>A</b>	

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<b>CLIENT</b> City of London		<b>TITLE</b> Proposed Layout - New Build Option B	
<b>DWG No.</b> 9578-00-3103-S2	<b>DATE</b> 26/09/2018	<b>DRAWN</b> DJ	<b>CHECKD</b>
<b>SCALE</b> 1:50 @ A2		<b>REV.</b> A	

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<b>Committee:</b> Hampstead Heath, Highgate Wood and Queen's Park Committee	<b>Date:</b> 28 November 2018
<b>Subject:</b> Tender of the Highgate Wood Pavilion Café	<b>Public</b>
<b>Report of:</b> Bob Warnock – Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry – Hampstead Heath, Open Spaces Department	

## Summary

This report sets out the proposed tender process for the Highgate Wood Pavilion Café.

The Highgate Wood Pavilion Café is currently operated by Hoxton Beach on a Tenancy at Will basis.

## Recommendations

It is recommended that:

- Members approve the proposal to retender the Highgate Wood Pavilion Café as set out in paragraphs 6-14.

## Main Report

### Background

1. In 2016 The City of London appointed a consultant to carry out an engagement and consultation exercise in relation to the Hampstead Heath Cafés and Highgate Wood Pavilion Café. The engagement process commenced in June 2016 and the findings were discussed with the Highgate Wood Consultative Group (HWCG) on 9 November 2016.
2. A number of key themes emerged from the engagement and consultation exercise that will be used to inform future decision-making in respect of café leases:
  - An aspiration for the preservation of the best qualities of the existing offer
  - An emphasis on the importance of good food
  - An emphasis on the need for reasonable prices
  - The identification of cafes as important social hubs
3. In January 2018, the Highgate Wood Pavilion Café tenant notified the City of London of their decision to terminate their Tenancy at Will. In order to maintain a catering provision at Highgate Wood expressions of interest were sought from the lease holders at Parliament Hill Café, Parliament Hill Fields Lido Café and

the Refreshment House at Golders Hill Park to operate the Pavilion Café on a Tenancy at Will basis whilst a tender process was prepared.

4. Hoxton Beach, the lease holder for the Parliament Hill Fields Lido Café have been operating the Highgate Wood Pavilion Café, on a Tenancy at Will basis since March 2018.
5. Until recently it was only possible to let the Highgate Wood Pavilion Café for a maximum term of three years in accordance with section 76 of the Public Health Acts Amendment Act 1907. However, under section 6 of the City of London Corporation (Open Spaces) Act 2018, it is now possible to offer a lease of up to 15 years, or 21 years in exceptional circumstances.

## **Proposal**

6. It is proposed to use the powers contained within the City of London Corporation (Open Spaces) Act 2018 to offer a longer lease in order to secure financial investment in the café facility.
7. It is also proposed that the length of lease offered by the City of London should be for a period of seven years with suitable break clauses and the option to extend for an additional three years, dependent upon performance and service delivery.
8. The tender process will require bidders to complete their submissions based on the Café Response Document (Appendix 1). Compliant responses are scored from nil response to very good. A tender evaluation matrix (Appendix 2) has been developed based on criteria deemed important for service delivery. A weighted score is calculated in the final column. Each 5% is equal to 1 weighted point. The bids will be scored against a matrix of 0 = unacceptable to 5 = excellent. This is based on a 60/40 quality/price evaluation ratio. Members views are sought on this approach.
9. In keeping with the City of London's commitment to sustainability, the Café Response Document requires that bidders provide information relating to the proposed environmental management of the operation.
10. Following the award of the lease, it is good practice to monitor and measure the leaseholders performance. Performance Indicators should be designed to monitor progress towards accomplishing the strategic objectives, gaining relevant insights to help manage and improve performance. Taking account of feedback from the Café Working Party, the Superintendent has revised the Café Service Standards & Performance Indicators document, (Appendix 3).
11. On completion of the tendering exercise the City of London will consult with Members of the HWCG at their spring meeting to give the opportunity to consider and feedback on the catering concept and menu offer, including menu pricing of the highest scoring bids. This information will be anonymised.

12. The proposed timeline for the delivery of the Highgate Wood Pavilion Café Tender Project is:
  - 17 October 2018 – Members of the HWCG feedback on the proposals.
  - 28 November 2018 – Taking account of feedback from the HWCG the Hampstead Heath, Highgate Wood and Queen’s Park Committee (HHHWQPC) consider and agree the recommendations to commence the tender process.
  - December 2018 to January 2019 – City of London Procurement Team commence the tender process.
  - December 2018 / January 2019 – Site visit (dates TBC.)
  - February 2019 – Tender Evaluation.
  - 3 April 2019 – Report outcome of Tender Evaluation to HWCG.
  - April 2019 – Conduct interviews with highest four bidders.
  - May 2019 – Report Tender Evaluation Outcome to HHHWQPC for decision.
  - May/June 2019 – Lease agreed and mobilisation.
13. The tender process will be managed through Capital eSourcing, this is a tendering portal exclusively used by the City of London to manage all tendering activity. Bidders are given the opportunity to register on this portal to allow access to tender opportunities. The tender of the café would be available to small and medium-sized enterprises and to larger chains. The evaluation process will consider three outcomes, social, environmental and economic, bidders will be required to identify how they will deliver these outcomes in their submission.
14. The procurement process will include a site visit to the Highgate Wood Pavilion Café for prospective bidders.

### **Corporate & Strategic Implications**

15. Highgate Wood & Queen’s Park, Kilburn is a registered charity for which the City of London is the trustee. The purpose of the charity is the preservation of Highgate Wood & Queen’s Park for the exercise and recreation of the public. The HHHWQPC manages Highgate Wood on behalf of the City of London and must take decisions in the best interests of the charity.
16. The provision of café facilities provides income which contributes to the maintenance of the Open Space, and the café must be let on the best terms that can reasonably be obtained for the charity in order to comply with the duties of the trustee. However, the café is also fundamentally part of the experience provided to users and the HHHWQPC may consider the wider social and environmental benefits that it brings to the Open Space.
17. In letting the Highgate Wood Pavilion Café under section 6 of the City of London Corporation (Open Spaces) Act 2018 the HHHWQPC must have regard to the desirability of ensuring that the service or facility is provided to a satisfactory standard throughout the duration of the lease. Before granting a lease the HHHWQPC must consult such persons or bodies as it thinks appropriate. Part II

of the Landlord and Tenant Act 1954 (which provides security of tenure for commercial tenancies) does not apply.

18. This Policy contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).
19. The Policy also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2018-19 (a) Open Spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
20. A communications plan will be in prepared to keep visitors informed throughout the tendering process.
21. The income generated from letting the café will be reinvested into the management of Highgate Wood.

## **Conclusion**

22. The engagement and consultation exercise that was undertaken has provided valuable information about the public's views on the Highgate Wood Pavilion 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 as set out in paragraphs 6 -14.
23. The Procurement for a tenant will be an open and transparent process, with clear outcomes which meet the key drivers as set out in the engagement process in relation to social, environmental and economic outcomes. The tender process will focus on these outcomes, and all operators will have the opportunity to demonstrate how they will work towards realising these outcomes and to clearly identify their plans for the space. The Operators would be asked to explain what investment is proposed in the submission and this would be linked to the lease. Following mobilisation, performance and service standards will be monitored on a quarterly basis.

## **Background paper**

- Café Engagement Report 2016

## **Appendices**

- Appendix 1 – Café Response Document
- Appendix 2 – Proposed Evaluation Criteria Matrix
- Appendix 3 – Revised Café Service Standards & Performance Indicators

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Hampstead  
Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## Appendix 1

# CITY OF LONDON

## Management Let – XXX Café -

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## Schedule 2 - Response Document

Date: xx/xxx/xxxx



# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

**BIDDER'S FULL NAME & ADDRESS:** \_\_\_\_\_

\_\_\_\_\_

## Executive Summary

The name of the legal organisation and the names of any consortium members who are bidders of the key services, together with the service, which they are to provide, listed alongside them:

Contact names, numbers and descriptions of roles of all relevant persons within the submission team:

How the consortium will work together to deliver the services if applicable:

# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

Bidders are required to complete Submissions 1- 9 and Schedule 3 below.

Any additional information should be submitted at the end of each Submission as an Appendix.

## Submission 1 - Catering Concept – **Weighting 25%**

This should be completed to provide a concept/method statement giving an outline 'picture' of the style of the catering service proposed. This should include the **core values / principles** on which the facility will be run. The following information should be provided as part of this submission:

- Broad Description of the Catering Service Proposed
- Planned Opening Hours, (note the summer operating hours of the Lido facility)
- Intended Ambience/Atmosphere
- Anticipated Customer Profile and Type of Use
- Proposed Menu Style
- Proposed Service Style
- Method of Food Production
- Business Performance Indicators (how you will show other than through Turnover that you are performing)

This should then be summarised in the following table with a maximum of five sentences per column:

Outline Service Description	Opening Hours	Ambiance	Customer Profile	Menu Style	Service Style	Food Production	Business Performance Indicators

If there is a reference site whose values you wish to replicate, or which illustrates your intended concept well, please also include details in Submission 1.

# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## **Submission 2 – Investment – Weighting 5%**

This should be completed to provide an outline of any investment proposed in the premises and should include, but not be limited to:

- A costed list of the equipment you will provide to fit out the café to deliver the services outlined in the specification (The City of London Corporation may provide some catering equipment, this is to be confirmed)
- Description of any planned refurbishment works
- Layout drawings, if applicable, drawings are provided with the tender documents
- Design mood boards to show the look and feel proposed
- Anticipated time for completing any proposed works
- Estimated total investment

## **Submission 3 - Menu – Weighting 15%**

A sample menu with all proposed tariffs for each service period should be shown here. Prices should be specific and not 'prices from' and all items must be listed.

If daily/weekly specials or seasonal variations will feature please give examples. Please ensure that the menu shown reflects the full offer proposed to be served on a day to day basis and includes any takeaway options.

## **Submission 4 - Management Structure and Support – Weighting 5%**

Please provide the following:

- The proposed management / staffing structure for the Café, showing clearly the responsibilities associated with each role;
- How the company plan to manage staffing for the daily fluctuations in business;
- The degree and nature of any off-site senior management support (where applicable).

# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## Submission 5 – Food Safety and Environmental Management - **Weighting 5%**

- Please provide a copy of your Food Safety Policy
- Complete the following table to provide information relating to the proposed environmental management of the services:

Objective	Action Plan
To minimise the impact of waste, including food waste, on the environment	
To reduce energy consumption and emissions	
To reduce the impact of harmful chemicals on the environment	
To encourage the use of small to medium enterprises in the supply chain	
To encourage the use of fairly traded and ethical goods in the supply chain	



# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## Submission 6 – References / experience - **Weighting 5%**

## Submission 7 - Sales Forecast and Profit and Loss Account Forecast

### Sales Forecast - **Weighting 15%**

Turnover figures should be projected for the period the agreement, itemised in as much detail as possible. Supporting information such as average projected spend per head should be provided.

£	Year 1	Year 2	Year 3	Year 4	Total
Total					



# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## Profit and Loss Account Forecast

A fully itemised Projected Profit and Loss Account should be submitted as follows:

£ or % of sales	Year 1	Year 2	Year 3	Year 4	Total
Total All Sales <b>(A)</b>					
Raw Material Cost					
Gross Profit (A-B) <b>(C)</b>					
<b>Gross Profit %</b>					
Fixed Labour <b>(D)</b>					
Variable Labour <b>(E)</b>					
Total Labour (D+E)					
<b>Labour Cost %</b>					
Overheads <b>(G)</b>					
<b>Overhead Cost %</b>					
Depreciation <b>(H)</b>					
Start Up Costs <b>(I)</b>					
<b>Net Profit before Rent</b>					
<b>Net Profit %</b>					
Fixed Rent <b>(L)</b>					
Top Up Rent <b>(M)</b>					
Total Rent (L+M) <b>(N)</b>					
<b>Rent %</b>					
Tenant Earnings (J-N)					
<b>Tenant Earnings %</b>					

### Notes:

Depreciation should be made on a straight-line basis over period  
Start Up costs are one off costs

The following table should be completed itemising the overheads line (**G**) of the profit and loss account. Any areas where there is no expected expenditure should be left blank. (Add rows where necessary).

£	Year 1	Year 2	Year 3	Year 4	Total
Disposables					
Cleaning Materials					
Uniforms and Laundry					
Light Equipment					
Equipment					
Equipment Hire/ Lease					
Credit Card Costs					
Building Maintenance					
Security Cash					
Deep Cleaning					
Pest Control					
Marketing					
Telephone, Printing,					
Recruitment/Training					
Utilities					
Waste Removal					
Insurance					
Accountancy					
Legal and Professional					
Bank charges					
Misc. Please specify (add additional rows if required?)					
<b>Total</b>					

# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## **Submission 8 – Financial Offer – Weighting 25%**

The financial offer to the City of London Corporation for the period of lease should be stated as follows:

- The fixed monthly rent offered - the base rent

## **Submission 9 – Lease Heads of Terms**

**The City does not envisage any substantial departure from the Lease terms and conditions. Tenderers are to confirm full acceptance of these terms and conditions.**

**However if there are any terms that the Bidder does not believe are acceptable, please detail them in this submission.**

# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## SCHEDULE 3

### FREEDOM OF INFORMATION QUESTIONNAIRE

#### FREEDOM OF INFORMATION ACT QUESTIONNAIRE

The City of London is subject to the Freedom of Information Act 2000 (*and to other public access to information legislation*).

If you consider that any information supplied for the purposes of this procurement or which will be supplied during the performance of the lease is either commercially sensitive or confidential in nature (within the meaning of the aforementioned Act), this should be highlighted in the body of the submission and the reasons for its sensitivity and applicability for exemption given in the table below.

The City of London does not guarantee to comply with your request for reserved information, which will be considered only at the time of any request for the information. The City of London will wherever possible revert to you in the event of an Information Request. **However a failure to indicate in this table that information is in your view exempt may be seen as consent for automatic release of unreserved information. Requests for Exemption may not be considered at a later date.**

**It is the Tenderer's responsibility to obtain independent legal advice on the provisions of the Act. The City of London is not offering advice in regard to the Act, and nor are its officers responsible or authorised to provide any such advice.**

Information Class	Exemption (section of the Act)	Detailed Reason for Application of Exemption	No. of Years Exemption to Last

Signed	
Date	
For and on behalf of	
Position or status within Company	

## Appendix 2

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

	<b>Score</b>	<b>Weighting</b>	<b>Weighted Score</b>
<b>Quality</b>			
Catering Concept / Vision and Values	5	25%	25
Investment	5	5%	5
Menu	5	15%	15
Management Structure and Support	5	5%	5
Food Safety and Environmental Management	5	5%	5
References / experience	5	5%	5
<b>Price</b>			
Strength of Business Plan - Sales Forecast and Profit and Loss Account Forecast	5	15%	15
Financial Offer - Rental Payment	5	25%	25
Financial Offer - Top Up Rent		0%	0
<b>Total</b>	<b>40</b>	<b>100%</b>	<b>100</b>
<b>Out of a possible</b>	<b>40</b>	<b>-</b>	<b>100</b>

## Scoring Guidance

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

Page 278

## Other Guidance

Complete scoring for each caterer on the separate spreadsheets and the summary sheet will populate automatically

- White Boxes Need to be filled out by the assessor
- Grey Boxes Are for information only
- Blue Boxes Will automatically populate once the white boxes are completed

## Appendix 3

### Revised Café Service Standards & Performance Indicators

Item Reference	Description	Assessment
<b>1. Social Outcomes</b>	Social Outcomes: Open Space cafés as places to meet and make friends; cafés as places offering healthy food at affordable prices; cafés supporting a strong sense of place and designed identity in the landscape, supporting distinctiveness.	
1.1	Quality food and a balanced menu using seasonal ingredients that caters for a variant of users. Menus and prices are clearly displayed to actively promote products and allow quick and easy decision making.	
1.2	Changes to core menu provided to reflect seasonal dishes. Caterer communicates to COLC regarding proposed changes to menus, service style, and other operational matters.	
1.3	Training is delivered to staff which includes customer care and product knowledge and an awareness of food ingredients and allergens.	
1.4	Caterer has a complaints procedure and deals with all complaints received within 10 working days. Customers have access to feedback forms. Caterer responds to the complaints, monitors and applies learning, e.g. 'You said, we did'.	
1.5	Queuing times are managed effectively at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	
1.6	Demonstrate steps that you are taking to minimise to waiting times for food delivery to customer. It is accepted there may be unusual circumstances but general objectives should remain.	
1.7	Demonstrate steps to achieve and maintain annually a Food Standards Agency, hygiene rating of 4 or above.	
1.8	Demonstrate how the cafe is accessible and relevant to a diverse range of users. In line with the Open Spaces Dept. Events Policy, some events may need to be agreed in advance between the City of London and the café leaseholder.	
<b>2. Environmental Outcomes</b>	Environmental Outcomes: cafés buildings operating as carbon efficient structures; cafés supporting local food production and environmentally friendly growing.	
2.1	Café ambiance reflects the open space landscape to create a distinctive destination, encouraging an increased connection with the environment. Collaborating with the City of London to develop an environment which is appealing.	
2.2	Demonstrate arrangements to ensure all internal areas are kept clean at all times including the following - Kitchen areas (floors, walls, kitchen apparatus and equipment), Servery Areas (floors, walls, kitchen apparatus and equipment, Refrigeration, Store rooms, service yards and the public areas.	
2.3	Demonstrate initiatives to drive down the negatives of your activities, e.g. Caterer adopts a responsible procurement process where possible e.g. MSC Fish, Red Tractor Meat, Fairtrade and other Ethically traded products etc. and makes customers aware of this. Demonstrate the Environmentally friendly packaging, including plates, bags, cups and crockery are utilised at all times. Caterer implements procedures to minimise energy consumption. Caterer implements good waste management practices including recycling.	
<b>3. Economic Outcomes</b>	Economic Outcomes: Open Space cafés as places of employment, places where people can acquire new skills and centres of entrepreneurial activity. Open Space cafés as elements in vibrant urban centres.	
3.1	Caterer shows evidence of continuous improvement and development in response to customer feedback and the Café Service Standards.	
3.2	Demonstrate how pricing is benchmarked with other local cafés.	
3.3	Demonstrate how caterer supports local employment opportunities.	
3.4	Caterer demonstrates training and development opportunities for staff.	
3.5	Caterer demonstrates future investment opportunities to improve and grow the business, working in collaboration with the City of London through its Work Programmes.	

#### Notes: Assessment Grades

0 = Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.

1 = POOR - Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate required capability and capacity to undertake the service standards.

2 = ADEQUATE - Response meets the requirements of the question is relevant and acceptable. The response provides sufficient evidence of required capability and capacity to undertake the service standards but may lack details on how the requirement will be fulfilled in certain areas.

3 = GOOD - Response performs well against the question showing a good level of relevant evidence of capacity and capability to meet the service standard requirements. The response is sufficiently detailed to demonstrate a good understanding and provides the majority of details on how the requirements will be fulfilled.

4 = VERY GOOD - Response performs very well against the question showing considerable relevant evidence of capacity and capability to meet the service standard requirements. The response is highly detailed to demonstrate a very good understanding and provides full details on how the requirements will be fulfilled.

5 = EXCELLENT - Response performs strongly against the question showing substantial evidence of capacity and capability to meet the service standard requirements which is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides full and well considered details of how the requirement will be met.

#### Other Guidance

**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

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<b>Committee(s)</b>	<b>Dated:</b>
Highgate Wood Consultative Group – For Discussion	17 October 2018
Hampstead Heath Consultative Committee – For Discussion	29 October 2018
Queen’s Park Consultative Group – For Discussion	31 October 2018
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	28 November 2018
<b>Subject:</b> Fees and Charges 2019/20 & 2020/21	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion/ Decision</b>
<b>Report author:</b> Yvette Hughes – Open Spaces Department	

### Summary

This report sets out the proposed fees and charges for a range of sports facilities and services provided at Hampstead Heath, Highgate Wood & Queen’s Park for 2019/20. In addition, the report sets out the proposed fees and charges for Weddings and Civil Ceremonies for 2020/21.

### Recommendations

It is recommended that:

- The Hampstead Heath Consultative Committee, Highgate Wood Consultative Group and Queen’s Park Consultative Group discuss the proposed fees and charges for 2019/20 and 2020/21, as set out in Appendix 1 of this report.
- The views of the Hampstead Heath Consultative Committee, Highgate Wood Consultative Group, and Queen’s Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee at their 28 November 2018 meeting.
- The Hampstead Heath, Highgate Wood and Queen’s Park Committee agree the proposed fees and charges for 2019/20 and 2020/21, as set out in Appendix 1 of this report.

## **Main Report**

### **Background**

1. Charges for the wide range of services, recreation and sporting facilities provided in all the City Corporation's Open Spaces are reviewed annually, to ensure that prices and ticket options are relevant and appropriate. The current 2018/19 (and 2019/20 Weddings and Civil Ceremony) charges for Hampstead Heath, Highgate Wood and Queen's Park were approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee in November 2017.
2. The income generated from fees and charges contribute towards the cost of providing sports and recreational facilities across Hampstead Heath, Highgate Wood and Queen's Park.

### **Current Position**

3. The Hampstead Heath Sports Advisory Forum have been consulted on the proposed sports charges for 2019/20.
4. The proposed fees and charges include concessionary rates, offering a 40% discount on the standard adult charge, except where indicated.
5. The fees and charges are based upon benchmarking with other local providers, and this exercise was last carried out in 2015. A further exercise will be carried out in 2019.
6. The Lido has recently been benchmarked with other similar facilities across London.
7. Work over the past year to encourage the level of compliance for payment at the Bathing Ponds has seen a modest increase in income from these facilities. However, there is still further work that needs to be carried out in order to improve payment compliance, and this includes improved signage, payment methods and cash payment arrangements. Consequently, it is proposed that swimming charges are held at the current rates, as set out in Appendix 1, for a further year to enable this work to be completed.
8. Sports fees and charges are not based on full cost recovery and are significantly subsidised by the City of London Corporation to promote participation in formal and informal recreation to support health and well-being.

### **Proposed Charges 2019/20**

9. It is proposed that the majority of charges for 2019/20 and the 2020/21 charges for Weddings and Civil Ceremonies be increased by 2.7% in line with Consumer Price Index (CPI), with rounding to aid cash handling. Consequently, this may represent a marginally higher or lower percentage uplift.
10. Highgate Wood Metro Blind Cricket Team Support Scheme recognises a 50% discount on the changing room hire charge. This is to continue support for the development of blind cricket.

## **Corporate & Strategic Implications**

11. This Policy contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).
12. The Policy also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2018-19 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.

## **Financial Implications**

13. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations, or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.
14. The Superintendent will provide an update on target income budget for the service in the 2019/20 financial year at the meeting.
15. As stated, the proposed price changes reflect an uplift of 2.7%. This has been rounded for ease of transactional processing.

## **Appendices**

- Appendix 1 – Proposed Fees and Charges for 2019/20 & 2020/21

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

The proposed charges operate from 1 April 2019; all charges include VAT at 20%, except where stated.

### NOTES

1. The majority of the fees and charges have been increased by 2.7% and rounded to assist with cash handling.
2. Concession and Junior charges reflect a 40% discount on the adult ticket prices
3. **\*1** The Athletics Track and associated infield is available for sports clubs to use for group coaching and training sessions. Training sessions can be booked during the following times:
  - Tuesdays and Thursdays: 5pm – 9pm (the track must be vacated by 8:40pm, with the changing rooms remaining open until 9pm)
  - Monday, Wednesdays and Fridays: 5pm – until 30 minutes before park closing (park closing times vary throughout the year)
  - Weekends: 7:45am – 4pm
  - Floodlights will be switched on as necessary on Tuesdays and Thursdays, and will be switched off by 8:40pm.
  - Training sessions commence on the hour and are for a minimum of one hour, except for bookings starting at 8:00pm, which are for forty minutes. Block bookings are available for clubs wanting regular training sessions and can be booked for periods of ten consecutive weeks or more. Clubs booking for a full year (50 weeks) can benefit from additional benefits and guarantee to be offered the same booking times for the following year. Tuesdays and Thursdays training sessions have three club booking slots available, with a maximum number of participants per booking slot limited to fifty. Sole use is subject to availability and will require the hirer to book all three available slots, which would allow up to 150 participants to attend.
4. **\*2** Corporate Event prices will be worked up on a case by case basis
5. Schools use of the track will comprise of the following sessions: -
6. There is a charge of £10 to replace lost or damaged season tickets.
  - AM session 9.00 – 12.30
  - PM session 13.00 – 16.30
  - Full day session 09.00 – 16.30
7. **\*3** Highgate Wood Metro Blind Cricket Team Support Scheme recognises a 50% discount on the changing room hire charge to support the team developing blind cricket in line with the City of London Open Spaces Department's Sports and Physical Activity Framework
8. **\*4** The Parliament Hill Bowling Club and Hampstead Heath Croquet Club have been consulted on the proposed charges for 2018/19. The public fees collected from Bowls are passed onto the Bowling Club.
9. Swimming charges have not been increased for 2019/20. The Bathing Ponds entry payment review will continue during the 2019/20 season, while we work to facilitate further methods of payment at the Bathing Ponds.
10. **\*5** The Sauna Season Ticket and Day Ticket prices have been increased by 2.7%.
11. **\*6** Sauna day tickets must be purchased in conjunction with a swimming ticket.
12. **\*7** Where site meetings are required, fees will be applied to cover the cost of stafftime.

13. Credit and Debit card payments can be taken over the telephone at the Parliament Hill Office (0207 332 3773) and Heathfield House (0207 332 3322).
14. **\*8** Children's tennis coaching reflects a 20% discount on the price of adult coaching, to account for coaching costs.
15. **\*9** Price considered as part of Event application process, linked to type and size of event and time of year.
16. **\*10** in addition to a hook-up/connection fee of £50, electricity and water will be charged by the unit. The unit fee will be confirmed in advanced of the event.
17. **\*11** this is an upfront charge for Events that are likely to have a non-permanent environmental impact.
18. **\*12** charged by the hour, 1 hour minimum charge.
19. **\*13** this charge is exempt of VAT.

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Bench-marking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
<b>ATHLETICS TRACK (Hampstead Heath)</b>					
Meetings – Full day (Monday – Friday, excluding bank holidays)	-	-	244.00	250.00	<b>257.00</b>
Meetings – AM/ PM Session (Monday – Friday, excluding bank holidays)	93.00	120.00	122.00	125.00	<b>129.00</b>
Meetings – Full day (weekends & bank holidays)	-	-	304.00	312.00	<b>320.00</b>
Meetings – AM/PM Session (weekends & bank holidays)	130.00	150.00	152.00	156.00	<b>160.00</b>
Clubs Block Booking*1 (Tuesday & Thursday only)	-	-	-	22.56	<b>23.17</b>
Schools Use – Full day	-	-	146.00	150.00	<b>154.00</b>
Schools Use – AM/PM Session	55.00	72.00	73.00	75.00	<b>77.00</b>
Corporate events	(*2)	(*2)	(*2)	(*2)	<b>(*2)</b>
Day Ticket - Adults	3.50	3.50	4.00	4.00	<b>4.50</b>
Day ticket - Concession	1.50	2.10	2.50	2.50	<b>3.00</b>
12 Month Season Ticket - Adult	62.00	72.00	73.00	75.00	<b>77.00</b>
12 Month Season Ticket - Concession	31.00	42.00	44.00	45.00	<b>46.00</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Bench-marking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Monthly Season Ticket - Adult	-	-	20.00	21.00	<b>22.00</b>
Monthly Season Ticket - Concession	-	-	12.00	12.50	<b>13.00</b>
Season Ticket replacement cost	-	-	5.00	5.00	<b>10.00</b>
<b>CRICKET (Hampstead Heath &amp; Highgate Wood)</b>					
Adult match pitch (prepared and marked)	77.00	90.00	91.00	93.00	<b>96.00</b>
Adult match pitch - Parliament Hill, weekends (prepared and marked)	98.00	98.00	99.00	102.00	<b>105.00</b>
Junior pitch (prepared and marked)	46.00	54.00	55.00	56.00	<b>63.00</b>
Cricket nets (per hour)	7.00	7.00	7.50	8.00	<b>8.00</b>
Private changing room with hot water <sup>*3</sup>	43.00	43.00	43.50	45.00	<b>46.00</b>
Keys – deposit/charge for loss	25.00	25.00	25.00	25.00	<b>25.00</b>
<b>FOOTBALL (Hampstead Heath &amp; Highgate Wood)</b>					
Adult match pitch (with goal posts)	72.00	85.00	86.00	88.00	<b>90.00</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Junior pitch (with goal posts)	45.00	51.00	52.00	53.00	<b>54.00</b>
School use – standard session charge	41.00	51.00	52.00	53.00	<b>54.00</b>
Private changing room with hot water	43.00	43.00	43.50	45.00	<b>46.00</b>
Keys – deposit/ charge for loss	25.00	25.00	25.00	25.00	<b>25.00</b>
Hire of goal nets	15.00	15.00	15.00	15.00	<b>15.00</b>
Charge for damaged goal nets	-	-	£15+ 20% admin fee	Cost + 20% admin fee	<b>Cost + 20% admin fee</b>
<b>RUGBY (Hampstead Heath)</b>					
Adult match pitch -1pm Kick-Off (with goal posts)	72.00	85.00	86.00	88.00	<b>90.00</b>
Junior pitch (with goal posts)	45.00	51.00	52.00	53.00	<b>54.00</b>
School use – standard session charge	41.00	51.00	52.00	53.00	<b>54.00</b>
Private changing room with hot water	43.00	43.00	43.50	45.00	<b>46.00</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Keys - deposit or charge for loss	25.00	25.00	25.00	25.00	<b>25.00</b>
Hire of goal nets	15.00	15.00	15.00	15.00	<b>15.00</b>
Charge for damaged goal nets	-	-	£15+ 20% admin fee	Cost + 20% admin fee	<b>Cost + 20% admin fee</b>
<b>SOFTBALL/ ROUNDERS (Hampstead Heath)</b>					
Reserved Pitch	52.00	52.00	53.00	54.00	<b>55.00</b>
<b>PENTANQUE (Hampstead Heath)</b>					
Hourly charge/rink	3.00	3.00	3.50	3.50	<b>4.00</b>
Deposit for Boules hire (Returnable)	20.00	20.00	20.00	20.00	<b>20.00</b>
<b>BOWLS (Hampstead Heath)</b>					
Hourly charge (per player)	3.50	3.50	3.50*4	4.00*4	<b>4.00*4</b>
Deposit for Bowls Hire (Returnable)	10.00	10.00	20.00	20.00	<b>20.00</b>
<b>CROQUET (Hampstead Heath)</b>					

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Bench-marking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Hourly charge (members of HHCC) for lawn	4.50	4.50	4.50 <sup>*4</sup>	5.00 <sup>*4</sup>	<b>5.00<sup>*4</sup></b>
Hourly charge (non-members) for lawn	8.00	8.00	8.00 <sup>*4</sup>	8.50 <sup>*4</sup>	<b>8.50<sup>*4</sup></b>
<b>PITCH &amp; PUTT (Queen's Park)</b>					
One Round - Adult	5.50	5.50	6.00	6.00	<b>6.00</b>
One Round - Concession	2.50	3.30	3.50	3.50	<b>3.50</b>
<b>SWIMMING – DAY TICKETS (Hampstead Heath)</b>					
Lido Morning Swim - Adult	2.50	3.50	4.00	4.00	<b>4.00</b>
Lido Morning Swim - Concession	1.50	2.10	2.50	2.50	<b>2.50</b>
Lido Evening Swim - Adult	2.50	3.50	4.00	4.00	<b>4.00</b>
Lido Evening Swim - Concession	1.50	2.10	2.50	2.50	<b>2.50</b>
Lido Day Swim – Adult	6.00	6.60	7.00	7.00	<b>7.00</b>
Lido Day Swim – Concession	4.00	4.00	4.50	4.50	<b>4.50</b>
Lido Day Swim - Family (up to 2 Adults & 2 Children)	15.00	17.20	18.50	19.00	<b>19.00</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Lido Day Swim Adult & Child	8.00	9.00	10.00	10.00	<b>10.00</b>
Lido Sauna Day Ticket *6	-	2.50	2.50	2.50	<b>3.00</b>
Bathing Pond Day Ticket - Adult	2.00	2.00	2.00	2.00	<b>2.00</b>
Bathing Pond Day Ticket - Concession	1.00	1.00	1.00	1.00	<b>1.00</b>
<b>SWIMMING – SEASON TICKETS (Hampstead Heath)</b>					
Lido 1 Month Season Ticket - Adult	42.00	42.00	47.00	48.00	<b>48.00</b>
Lido 1 Month Season Ticket -Concession	21.00	25.20	29.00	29.00	<b>29.00</b>
Lido 12 Month Season Ticket - Adult	152.00	175.00	195.00	200.00	<b>200.00</b>
Lido 12 Month Season Ticket - Concession	98.00	105.00	117.00	120.00	<b>120.00</b>
Lido 6 Month Season Ticket - Adult	120.00	120.00	133.00	136.00	<b>136.00</b>
Lido 12 Month Season Ticket - Concession	60.00	72.00	80.00	82.00	<b>82.00</b>
Lido Sauna Season Ticket *5	-	50.00	51.00	60.00	<b>62.00</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Lido & Bathing Ponds 12 Month Season Ticket - Adult	195.00	195.00	216.00	222.00	<b>222.00</b>
Lido & Bathing Ponds 12 Month Season Ticket - Concession	108.00	117.00	130.00	133.00	<b>133.00</b>
Lido & Bathing Ponds 6 Month Season Ticket - Adult	140.00	140.00	150.00	154.00	<b>154.00</b>
Lido & Bathing Ponds 12 Month Season Ticket - Concession	70.00	84.00	90.00	92.00	<b>92.00</b>
Season Ticket replacement cost	-	-	5.00	5.00	<b>10.00</b>
Bathing Pond 12 Month Season Ticket - Adult	125.00	125.00	125.00	125.00	<b>125.00</b>
Bathing Pond 12 Month Season Ticket - Concession	66.00	66.00	66.00	66.00	<b>66.00</b>
Bathing Pond 6 Month Season Ticket - Adult	66.00	66.00	66.00	66.00	<b>66.00</b>
Bathing Pond 6 Month Season Ticket - Concession	33.00	33.00	33.00	33.00	<b>33.00</b>
Season Ticket replacement cost	-	-	5.00	5.00	<b>10.00</b>
<b>TENNIS – COURT BOOKING (Hampstead Heath &amp; Queen's Park)</b>					
Annual registration Card	16.00	25.00	27.50	28.00	<b>29.00</b>
Court Hourly Charge - Adult	7.00	8.00	8.50	9.00	<b>9.00</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Court Hourly Charge - Concession	4.00	4.80	5.00	5.50	<b>5.50</b>
<b>TENNIS – COACHING (Hampstead Heath &amp; Queen's Park)</b>					
1 hour weekly sessions (5 week course) -Adult	48.00	50.00	55.00	56.50	<b>58.00</b>
1.5 hour weekly sessions (5 week course) -Adult	72.00	75.00	82.50	84.50	<b>87.00</b>
2 hour weekly sessions (5 week course) -Adult	96.00	100.00	110.00	113.00	<b>116.00</b>
1 hour weekly sessions (5 week course) -Junior	39.00	40.00	43.00	44.00	<b>46.50<sup>*8</sup></b>
<b>CAR PARKING (Hampstead Heath)</b>					
0- 2 hours	3.00	3.00	3.50	3.60	<b>3.70</b>
2- 4 hours	6.00	6.00	7.00	7.20	<b>7.40</b>
Additional hours or part hours above 4 hours	5.00	5.00	6.00	6.50	<b>6.70</b>
<b>FAIRS (Hampstead Heath)</b>					
Pitch	-	-	1% increase in pitch fees	2.6% increase in pitch fees	<b>2.7% increase in pitch fees</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
<b>BAT WALKS (Hampstead Heath &amp; Highgate Wood)</b>					
Walk Ticket	-	7.00	7.00	7.00	<b>7.00</b>
<b>BANDSTAND HIRE (Queen's Park)</b>					
3 hour booking (including tables & chairs)	55.00	65.00	66.00	68.00	<b>70.00</b>
3 hour booking (excluding tables & chairs)	55.00	55.00	56.00	58.00	<b>60.00</b>
<b>COMPOUNDS/SCAFFOLDING/SKIPS</b>					
Compounds/scaffolding* <sup>13</sup> (including the siting of skips within a fenced area)	-	£0.50 per M <sup>2</sup> per day (Minimum overall charge £60 per day)	£0.50 per M <sup>2</sup> per day (Minimum overall charge £61 per day)	£0.50 per M <sup>2</sup> per day (Minimum overall charge £63 per day)	<b>0.51 per M<sup>2</sup> or 65.00 per day (whichever is greater)</b>
<b>MEMORIAL BENCHES &amp; PLAQUES</b>					
Engraved Bench (Hampstead Heath, Golders Hill Park & Queen's Park)	-	2,400.00	2,400.00	2,400.00	<b>2,500.00</b>
Engraved Bench (Pergola & Hill Garden)	-	4,200.00	4,200.00	4,200.00	<b>4,500.00</b>
Bench Plaque (Highgate Wood)	Subject to engraving – price on	Subject to engraving – price on	Subject to engraving – price on	Subject to engraving – price on	<b>Subject to engraving – price on</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
	application	application	application	application	<b>application</b>
<b>CHARGES FOR EVENTS - LINKED TO EVENTS POLICY</b>					
<b>Application Fee</b>					
Community Events	-	-	-	-	<b>£25</b>
Commercial Events	-	-	-	-	<b>£50</b>
<b>Remediation Deposit</b> *9	-	-	-	-	<b>Price on application</b>
<b>Hire Charge</b>	-	-	-	-	<b>Price on application</b>
<b>Service Charges</b>					
Power supply hook-up (per day)	-	-	-	-	<b>£50</b>
Electricity*10	-	-	-	-	<b>Unit charge</b> *10
Water supply - connection	-	-	-	-	<b>£50</b>
Water*10	-	-	-	-	<b>Unit charge</b> *10

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved 1/4/16 (£) Benchmarking exercise	Charges approved 1/4/17 (£) +1%	Charges approved 1/4/18 (£) +2.6%	<b>Proposed Charges 1/4/19 (£) +2.7%</b>
Waste and recycling - Collection cost (per hour <sup>*12</sup> )	-	-	-	-	<b>£50</b>
Waste and recycling - Disposal cost	-	-	-	-	<b>£150 per tonne</b>
<b>Staff and vehicle hire costs (per hour<sup>*12</sup>)</b>					
Ranger/Keeper	-	-	-	-	<b>£35</b>
Supervisor	-	-	-	-	<b>£48</b>
Manager	-	-	-	-	<b>£60</b>
Driver and vehicle	-	-	-	-	<b>£85</b>
Toilet and changing room cleaning (per hour)	-	-	-	-	<b>£50</b>
<b>Environmental Impact<sup>*11</sup></b>	-	-	-	-	<b>Price on application</b>

<b>HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>	Charges approved 1/4/16 (£)	Charges approved 1/4/17 (£)	Charges approved 1/4/18 (£)	Charges approved 1/4/19 (£)	<b>Proposed charges 1/4/20 (£)</b>
<b>WEDDINGS &amp; CIVIL CEREMONIES</b>					
Hill Garden Shelter (Monday – Thursday)	2,000.00	2,400.00	2,520.00	2,585.00	<b>2,655.00</b>
Hill Garden Shelter (Friday)	2,400.00	2,900.00	3,045.00	3,125.00	<b>3,210.00</b>
Hill Garden Shelter (Weekends)	2,800.00	3,400.00	3,570.00	3,660.00	<b>3,760.00</b>
Pergola (Monday – Thursday)	1,800.00	2,200.00	2,310.00	2,370.00	<b>2,435.00</b>
Pergola (Friday)	2,000.00	2,400.00	2,520.00	2,585.00	<b>2,655.00</b>
Pergola (Weekends)	2,200.00	2,700.00	2,835.00	2,910.00	<b>2,990.00</b>
Table service charge	120.00	150.00	158.00	160.00	<b>165.00</b>
Queen's Park Bandstand (Monday – Friday)	720.00	865.00	1,040.00	1,065.00	<b>1,095.00</b>
Queen's Park Bandstand (Weekends)	960.00	1,150.00	1,380.00	1,415.00	<b>1,455.00</b>

# Agenda Item 13

<b>Committee(s)</b> Hampstead Heath, Highgate Wood and Queen's Park	<b>Dated:</b>
<b>Subject:</b> Revenue & Capital Budgets – 2018/19 & 2019/20	28 November 2018
<b>Report of:</b> The Chamberlain The Director of Open Spaces	<b>Public</b>
<b>Report Author:</b> Derek Cobbing – Chamberlains department	<b>For Decision</b>

## Summary

This report updates the Committee on its latest approved revenue budget for 2018/19 and seeks your approval for a provisional revenue budget for 2019/20, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

Summary of Table 1	Original Budget 2018/19 £000	Latest Approved Budget 2018/19 £000	Original Budget 2019/20 £000	Movement 2018/19 OR to 2019/20 OR £000
Expenditure	(10,253)	(9,214)	(9,172)	1,081
Income	2,680	2,889	2,822	142
Support Services	(1,282)	(1,455)	(1,551)	(269)
<b>Total Net (Expenditure)</b>	<b>(8,855)</b>	<b>(7,780)</b>	<b>(7,901)</b>	<b>954</b>

Overall the provisional Original Budget for 2019/20 totals £7.901M, a decrease of £954,000 compared with the 2018/19 Original Budget. The main reason for this decrease is reflected by the re-phasing of the Cyclical Works Programme (CWP) over the three-year period, an increase in income, off-set by an increase in Recharges, which can be found in Table 1.

A breakdown is provided in Appendix 3 of the movement between the 2018/19 Local Risk Original Budget and the 2018/19 Local Risk Latest Approved Budget.

## **Recommendation**

The Committee is requested to:

- Review the provisional 2019/20 revenue budget to ensure that it reflects the Committee's objectives and, if so, approve the budget for submission to the Finance Committee;
- Authorise the Chamberlain, in consultation with the Director of Open Spaces, to revise these budgets to allow for any further implications arising from Corporate Projects, departmental reorganisations and other reviews, and changes to the Additional Works Programme. Any changes over £50,000 would be reported to Committee.
- To delegate to the Chamberlain any minor budget changes for 2018/19 and 2019/20 as a result of the completion of the asset verification exercise.
- Review and approve the draft capital and supplementary revenue budget.

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Hampstead Heath, Queen's Park and Highgate Wood which are registered charities and are funded from City's Cash. They are run at no cost to the communities that they serve, as they are funded principally by the City, together with donations, sponsorship, grants, and income from charges.
2. This report sets out the proposed revenue budget for 2019/20. The Revenue Budget management arrangements are to:
  - Provide a clear distinction between local risk, central risk, and recharge budgets.
  - Place responsibility for budgetary control on departmental Chief Officers.
  - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the latest approved budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.
5. Although the day to day management of Keats House falls under Hampstead Heath the budgets for Keats House are not included within this report as they are reported to the Culture, heritage and Libraries Committee.

## **Business Planning Priorities**

6. The Open Spaces Departmental Business Plan 2018/19 identified three top line objectives which were agreed by this committee on 23 May 2018. The top line objectives are:-

- Open Spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

For each objective a number of outcomes were identified together with a range of key programmes and projects, some of which are being delivered within divisions and some of which cross the Department. The activities of the Open Spaces Department reflect the charitable objectives of the preservation of open spaces and the provision of recreation and enjoyment for the public. Specific priorities for Hampstead Heath, Highgate Wood and Queens Park are:

- Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces Bill).
- Work cross-departmentally through Asset Management Planning to maximise the values of our assets, including implementing agreed options for Heathfield House.
- Initiate and progress key capital and local risk projects including a playground, ancillary visitor and operational facilities at Hampstead Heath and Queens Park.
- Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports.
- Obtain agreement and implement the overarching Departmental and site specific 'events' policies.
- Progress reviews, drafting and completion of management plans at Hampstead Heath.

## **Proposed Revenue Budget for 2019/20**

7. The proposed detailed Revenue Budget for 2019/20 is shown in Table 1 analysed between:

- Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer’s control.
- Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).
- Support Services and Capital Charges – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.

The provisional 2019/20 budgets, under the control of the Director of Open Spaces being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets. For 2019/20 there has been a 2% allowance for pay and price increases, this has been off-set by efficiency savings of 2%, both on Local Risk. The budget has been prepared within the resources allocated to the Director. In addition, there is a decrease of £36,000 to reflect a reduction in apprentice funding, a reduction of £24,000 due to the ending of the STEM and Policy Education Programme. The budget has been prepared within the resources allocated to the Director.

TABLE 1 HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual	Original	Latest	Original	Movement	Paragraph Reference
		2017-18	Budget 2018-19	Approved Budget 2018-19	Budget 2019-20	18-19OR to 19-20OR	
		£'000	£'000	£'000	£'000	£'000	
<b>EXPENDITURE</b>							
Employees	L	(5,460)	(5,873)	(5,953)	(5,937)	(64)	10
Premises Related Expenses	L	(502)	(366)	(481)	(366)	-	
R & M (City Surveyor's Local Risk inc cleaning)	L	(1,645)	(3,185)	(1,862)	(2,032)	1,153	11
Transport Related Expenses	L	(83)	(101)	(101)	(101)	-	
Supplies & Services	L	(844)	(497)	(586)	(502)	(5)	
Supplies & Services	C	(49)	-	-	-	-	
Transfer to Reserves	L	(10)	-	-	-	-	
Transfer to Reserves – Capital Expenditure	C	(6)	-	-	-	-	
Capital Charges - Depreciation	C	(231)	(231)	(231)	(234)	(3)	
<b>Total Expenditure</b>		<b>(8,830)</b>	<b>(10,253)</b>	<b>(9,214)</b>	<b>(9,172)</b>	<b>1,081</b>	
<b>INCOME</b>							
Other Grants, Reimbursements and Contributions	L	22	-	2	-	-	
Other Grants, Reimbursements and Contributions – Capital funding	C	5	-	-	-	-	
Customer, Client Receipts	L	1,536	1,530	1,724	1,659	129	13
Investment Income	C	1,100	1,150	1,163	1,163	13	
Transfer from Reserves	C	1	-	-	-	-	
Recharges to Capital Projects	L	8	-	-	-	-	
<b>Total Income</b>		<b>2,672</b>	<b>2,680</b>	<b>2,889</b>	<b>2,822</b>	<b>142</b>	
<b>TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES</b>		<b>(6,158)</b>	<b>(7,573)</b>	<b>(6,325)</b>	<b>(6,350)</b>	<b>1,223</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(1,320)	(1,222)	(1,357)	(1,341)	(119)	*
Recharges within Fund		(94)	(53)	(76)	(188)	(135)	14
Recharges across Fund		(21)	(7)	(22)	(22)	(15)	
<b>Total Support Services</b>		<b>(1,435)</b>	<b>(1,282)</b>	<b>(1,455)</b>	<b>(1,551)</b>	<b>(269)</b>	
<b>TOTAL NET (EXPENDITURE)</b>		<b>(7,593)</b>	<b>(8,855)</b>	<b>(7,780)</b>	<b>(7,901)</b>	<b>954</b>	

\*This is made up of smaller (under £50,000) increases and decreases in central support costs as shown in appendix 2.

8. Income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in

expenditure, or shortfalls in income. An analysis of this Revenue Expenditure by Service Managed is provided in Appendix 1. Only significant variances (generally those greater than £50,000) have been commented on in the following paragraphs.

9. Overall there is a decrease of £954,000 between the 2018/19 original budget and the 2019/20 original budget. This movement is explained in the following paragraphs.

10. There is an increase of £64,000 in employee expenditure between the 2018/19 original budget and the 2019/20 original budget. Factors influencing this overall increase are a provision for a pay award, and incremental progression.

Table 2 - Staffing statement	Original Budget 2018/19		Latest Approved Budget 2018/19		Original Budget 2019/20	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Hampstead Heath	120.60	(5,027)	118.78	(5,108)	118.68	(5,065)
Queen's Park	11.80	(497)	11.80	(493)	11.80	(508)
Highgate Wood	7.55	(349)	7.55	(352)	7.55	(364)
<b>TOTAL</b>	<b>139.95</b>	<b>(5,873)</b>	<b>138.13</b>	<b>(5,953)</b>	<b>138.03</b>	<b>(5,937)</b>

11. The decrease of £1.153M from the 2018/19 Original Budget to the 2019/20 Original Budget in the City Surveyor (see Table 3 below) is mainly within the Additional Works and Cyclical Works Programme. The Cyclical Works Programme is subject to a bid for resources each year with funding not ring fenced to individual clients, monies vary considerably for departments as it is all based on an agreed prioritisation which considers health & safety, reputation, income generation and asset performance. Therefore the 2018/19 OR to 2019/20 OR budgets will reflect the change in bids each year and the amount of projects which are being delivered over the three years of the programme.

12. An asset verification exercise has now been completed across the Operational estate and has identified an additional 8% of assets to be maintained, including those in new buildings, that are not covered by the current contract. The outcome of this exercise has been reported to the relevant Corporation Committee and additional budgetary provision has been sought. Once this is agreed it is intended to adjust the relevant budget shown in this report as appropriate and Members are asked to agree a delegation to the Chamberlain to make these minor budgetary changes for both 2018/19 and 2019/20.

<b>TABLE 3 - CITY SURVEYOR LOCAL RISK</b>	<b>Original Budget 2018/19 £'000</b>	<b>Latest Approved Budget 2018/19 £'000</b>	<b>Original Budget 2019/20 £'000</b>
<b>Repairs and Maintenance (including cleaning)</b>			
<b>Additional Works Programme/Cyclical Works Programme</b>			
Hampstead Heath	(2,536)	(1,370)	(1,408)
Queen's Park	(145)	(7)	(89)
Highgate Wood	(241)	(77)	(118)
	<b>(2,922)</b>	<b>(1,454)</b>	<b>(1,615)</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing)</b>			
Hampstead Heath	(188)	(316)	(324)
Queen's Park	(28)	(37)	(37)
Highgate Wood	(29)	(33)	(33)
	<b>(245)</b>	<b>(386)</b>	<b>(394)</b>
<b>Cleaning</b>			
Hampstead Heath	(18)	(22)	(23)
	<b>(18)</b>	<b>(22)</b>	<b>(23)</b>
<b>Total City Surveyor</b>	<b>(3,185)</b>	<b>(1,862)</b>	<b>(2,032)</b>

13. The £129,000 increase in customer and client receipts is mainly due to a number of income budgets being uplifted in order to support efficiencies, these include; swimming (both the Lido and Ponds), car parking, sports facilities, filming, and cafes.

14. The £135,000 rise in Recharges within fund relates to the reinstated inflation uplift yet to be allocated in 2019/20 (see appendix 2).

### **Potential Further Budget Developments**

15. The provisional nature of the 2019/20 revenue budget recognises that further revisions may be required, including in relation to:

- decisions on funding of the Cyclical Work Programme by the Resource Allocation Sub Committee.
- During the first half of 2018/19 there have been areas of significant exceptional spend which the Department had not specifically budgeted for. At the North London Open Spaces this particularly related to the increased costs of managing Oak Processionary Moth (OPM) totalling £94,000 for the Department (Epping: £8,000, The Commons: £29,000, North London Open

Spaces: £57,000). Note that alongside the cost of dealing with the Wanstead Flats fire, this may lead to an overspend potentially for the department at the end of the 2018/19 financial year. It is anticipated that the cost of managing tree pests and diseases in particular OPM in future years, will increase exponentially, potentially costing £250,000 in 2019/20. A growth bid for the Departments anticipated additional costs will be made within the Medium-Term Financial Plan report.

- The short-term City Bridge Trust funding the Department’s Learning Programme ceases on 31 March 2019. The Learning programme delivers many of the Corporate priorities linked to education and learning, social mobility, health and wellbeing and delivers activities in some of London’s more deprived communities. The Department will be requesting within the Medium-Term Financial Plan report, an increase in its base budget from April 2019 to fund a core learning offer. Pending such a decision the current budget estimates include only the three-month additional funding as agreed by Resource Allocation Sub-Committee on the 4<sup>th</sup> October 2018.

### **Revenue Budget 2018/19**

16. The 2018/19 latest approved budget includes £30,000 funding from the reinstated inflation uplift to commission a feasibility study to provide a master plan for Parliament Hill, £23,000 towards contribution pay, a £16,000 carried forward balance to fund the remaining STEM and Policy Education Programme, and £10,000 to support the apprentice programme. Details of the movement between the 2018/19 Original budget and the 2018/19 Latest Approved Budget can be found in Appendix 3. The forecast outturn for the current year is in line with the latest approved budget of £7.780M.

### **Draft Capital and Supplementary Revenue Budgets**

17. The latest estimated costs for the Committee’s current capital and supplementary revenue projects are summarised in the Table below.

<b>Service Managed</b>	<b>Project</b>	<b>Exp. Pre 01/04/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Later Years</b>	<b>Total</b>
		<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	Pre-implementation					
Hampstead Heath	East Heath car park resurfacing	(10)	(12)			(22)
	Play areas redevelopment		(14)			(14)
<b>TOTAL HAMPSTEAD HEATH</b>		<b>(10)</b>	<b>(26)</b>	<b>0</b>	<b>0</b>	<b>(36)</b>

18. Pre-implementation costs comprise feasibility and option appraisal expenditure which has been approved in accordance with the project procedure, prior to authority to start work.

19. It should be noted that the above figures exclude the implementation costs of schemes which have yet to receive authority to start work.
20. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2019.

#### Appendices

- Appendix 1 – Analysis by Services Managed
- Appendix 2 – Analysis of Support Services
- Appendix 3 – Movement of Local Risk Budgets 2018/19 OR to 2018/19 LAB

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## Appendix 1

Analysis by Service Managed	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph(s) Reference
<u>CITY CASH</u>						
Hampstead Heath	(6,192)	(7,337)	(6,503)	(6,540)	797	a)
Hampstead Heath – STEM & Policy Education	(44)	(24)	(41)	-	24	
Queen's Park	(838)	(789)	(676)	(759)	30	
Highgate Wood	(519)	(705)	(560)	(602)	103	b)
<b>TOTAL</b>	<b>(7,593)</b>	<b>(8,855)</b>	<b>(7,780)</b>	<b>(7,901)</b>	<b>954</b>	

- a) The reduction of £797,000 under Hampstead Heath is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report.
- b) The reduction of £103,000 under Highgate Wood is mainly due to a decrease in the City Surveyor's Repairs & Maintenance costs, the majority of which fall under the Additional/Cyclical Works Programme. Reasons can be found in paragraph 11 within the main report

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## Appendix 2

Support Services to/from Hampstead Heath, Queen's Park & Highgate Woods Committee	Actual 2017-18 £'000	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Original Budget 2019-20 £'000	Movement 2018-19OR to 2019-20OR £'000	Paragraph Reference
<b><u>Support Services</u></b>						
<b>Central Recharges-</b>						
City Surveyor's Employee Recharge	(275)	(283)	(307)	(307)	(24)	
Insurance	(92)	(110)	(94)	(97)	13	
I.S.Recharges - Chamberlain	(326)	(308)	(329)	(305)	3	
<b>Support Services-</b>						
Chamberlain (inc CLPS recharges)	(172)	(129)	(165)	(167)	(38)	
Comptroller and City Solicitor	(102)	(50)	(101)	(98)	(48)	
Town Clerk	(262)	(255)	(268)	(273)	(18)	
City Surveyor	(91)	(87)	(93)	(94)	(7)	
<b>Total Support Services</b>	<b>(1,320)</b>	<b>(1,222)</b>	<b>(1,357)</b>	<b>(1,341)</b>	<b>(119)</b>	
<b><u>Recharges Within Fund</u></b>						
<b>Directorate Recharges</b>	<b>(131)</b>	<b>(137)</b>	<b>(159)</b>	<b>(224)</b>	<b>(87)</b>	a)
<b>Learning Recharges</b>	<b>(58)</b>	<b>(11)</b>	<b>(12)</b>	<b>(59)</b>	<b>(48)</b>	
<b>Corporate and Democratic Core</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>95</b>	<b>-</b>	
<b>Total Recharges Within Fund</b>	<b>(94)</b>	<b>(53)</b>	<b>(76)</b>	<b>(188)</b>	<b>(135)</b>	
<b>Total Recharges Across Fund – Reservoir Inspections</b>	<b>(21)</b>	<b>(7)</b>	<b>(22)</b>	<b>(22)</b>	<b>(15)</b>	
<b>Total Support Services</b>	<b>(1,435)</b>	<b>(1,282)</b>	<b>(1,455)</b>	<b>(1,551)</b>	<b>(269)</b>	

- a) The £87,000 uplift in recharges to the Directorate relates to the reinstated inflation uplift yet to be allocated in 2019/20.

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### Appendix 3

Movement of Local Risk Budgets (inc. City Surveyor)	Risk	Original Budget 2018-19 £'000	Latest Approved Budget 2018-19 £'000	Movement 2018-19OR To 2018-19LAB £'000	Paragraph Reference
<b>EXPENDITURE</b>					
Employees	L	(5,873)	(5,953)	(80)	a)
Premises Related Expenses	L	(366)	(481)	(115)	b)
R & M (City Surveyor's Local Risk inc cleaning)	L	(3,185)	(1,862)	1,323	c)
Transport Related Expenses	L	(101)	(101)	-	
Supplies & Services	L	(497)	(586)	(89)	d)
<b>INCOME</b>					
Other Grants, Reimbursements and	L	-	2	2	
Customer, Client Receipts	L	1,530	1,724	194	e)

- a) The £80,000 uplift in employee costs is mainly due to an increase in temporary lifeguards.
- b) The increase of £115,000 in premises related costs is due in part to a need to make adjustments in order to right size budgets in relation to council tax and fuel oil. Funds have also been allocated to general grounds maintenance, which will be used to facilitate planned improvements to the Adventure Playground at Parliament Hill. This has been possible as a result of additional achievement of income, as a result of the busy summer.
- c) When the original budget was set for the year, it included an estimation for the work within the Additional and Cyclical Works Programmes that would be delivered during the year. Officers plan and refine their projects during the start of the year and the budget is then revised to reflect their programme for the year to reflect operational requirements of occupying departments and more strategic changes.
- d) The increase of £89,000 in supplies and services related costs is due to the need for additional spend in relation to a range of matters which include managing Oak Processionary Moth and defending an increasing range of planning issues impacting upon the Heath.

- e) The increase of £194,000 in customer, client receipts, relates to achievement of additional income in a range of areas including the Parliament Hill Lido which was a result of the excellent summer. A range of filming activity has also provided additional income.

<b>Committee:</b>		<b>Date:</b>
Epping Forest and City Commons	- For Information	19 November 2018
Hampstead Heath, Highgate Wood and Queens Park	- For Information	28 November 2018
Open Spaces and City Gardens	- For Information	10 December 2018
West Ham Park	- For Information	10 December 2018
<b>Subject:</b> Departmental Business Plan 2018/19 – Six month performance update		<b>Public</b>
<b>Report of:</b> Colin Buttery – Director, Open Spaces		<b>For information</b>
<b>Report author:</b> Gerry Kiefer, Open Spaces		

## Summary

This report provides Members with an update on progress and performance against the 2018/19 Business Plan by the services which report to the various Open Spaces Committees.

The update highlights progress against programmes and projects, six monthly performance indicator data and includes achievements under the Business Plan's three main objectives.

## Recommendation

Members are asked to:

- Note the progress made against the 2018/19 Business Plan objectives, projects and performance indicators.

## Main Report

### Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2018/19 (Appendix 1) in April 2018.
2. The Department's Vision is: *we enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.*
3. The Business Plan identified three main objectives under which sit twelve outcomes which are set out on page one of the Business Plan.
4. The key programmes and projects listed on page 2 of the Business Plan will help the Department achieve these objectives and outcomes.

## **Current Position**

### **Objectives and Outcomes**

5. A number of notable achievements have already been made under the three objectives:

#### **A. Open Spaces and Historic Sites are Thriving and Accessible.**

- Epping Forest and The Commons are progressing Special Area of Conservation (SAC) Mitigation strategies with their neighbouring local planning authorities
- Successful multi-agency working limited the impact of the grass and heathland fires across the sites, but particularly at Wanstead Flats
- Significant work was undertaken by contractors to mitigate against the impact of Oak Processionary Moth (OPM). It is anticipated that this will be an ongoing issue for the Department.
- Sherriff Redcliffe opened West Ham Parks extended wildlife garden during the Committee visit to site in June.
- Surveys continue to record rare species on Burnham Beeches and Stoke Common, including a new fungus species for the county, 3 new red data book (RDB) lichens and 4 species new to the county. A new species of damselfly, the Willow emerald damselfly, has been recorded mating and egg laying on the Heath for the first time this year.
- 2018 ZSL survey reveals Hampstead Heath as a very important London site for hedgehogs.
- West Ham Park awarded Mayor of London's 'Greener City Fund'. The £15k Community tree planting grant will contribute towards South Meadow improvement project.

#### **B. Spaces Enrich People's Lives.**

- The summer's good weather meant that customer demand for swimming at the Parliament Hill Fields Lido and Heath Bathing Ponds increased significantly.
- Sixteen funding applications received from voluntary and registered charities to support projects linked to "Enjoying Green Spaces and the Natural Environment". Award recommendations will be proposed to OSGC Chairman and Deputy in December.
- 27,228 people have engaged with the Learning Programme between April and September.
- Facilitated visit programmes by the Learning Team engaged 32 diverse community groups who do not usually visit green spaces.
- Epping Forest contributed to the successful bid by Waltham Forest as the first ever London Borough of Culture. Several arts events in the Forest have been announced
- A wide programme of visitor service events and exhibitions have been held across all the sites increasing awareness of nature and the sites history including an exhibition celebrating 130 years of Golf in Epping Forest and 140 years of the Epping Forest Act
- The Kenley Revival Project engaged with 6,256 people during this period.

- 1,864 hours of volunteering were recorded at the Kenley Revival project including the community archaeology strand of the project, where participants uncovered a machine gun pit and other WWII features.

### **C. Business Practices are Responsible and Sustainable.**

- The City of London Corporation hosted the National Parks City conference in July.
- Across the Department there are 23 apprentices undertaking a wide variety of roles.
- Countryside Stewardship Grant applications have been submitted for Stoke Common and Burnham Beeches.
- Funding has been awarded from the Chamberlains 'Priorities Investment Pot' for Open Spaces projects and initiatives.
- A review of the waste and recycling operations is underway across the Department.
- The learning team delivered a successful talent and skill building programme for 54 young people, including 16 work experience placements looking to explore careers in the environmental and green spaces sector.
- Epping Forest adopted a new Play Policy to prevent unsuitable development
- 197 responses were received to the Open Spaces staff survey which gave staff a chance to anonymously share their views on working in the Open Spaces Department. Recommendations are being implemented.
- Three inter-divisional project days have been held which encourage and enable networking and joint working across the Department. The projects included: a dead hedge project at West Ham Park, a time team event at Kenley Common and wildlife area restoration at the Cemetery and Crematorium.

### **Programmes and Projects**

6. The Business Plan identified 15 grouped programmes and projects which would help the Department to deliver its three main objectives. Good progress has been made including:
  - An initial bid was submitted in August 2018 to the Heritage Lottery Fund for project development funding for Bunhill Fields.
  - Public consultation on playground options at West Ham Park engaged with over 400 people, comments and feedback have been incorporated into the detail design.
  - Significant design development on Finsbury Circus reinstatement project.
  - Commencement of lodge letting on Epping Forest.
  - Departmental and Divisional events policies adopted by Committees.
  - Stoke Commons Management Plan and the Hampstead Heath Management Strategy are very close to completion and adoption.
7. Detailed progress against each programme / project is detailed in Appendix 2.

### Performance Indicators

8. The Business Plan report identified a number of performance indicators. Many of these are collated annually, but those where data is available at 6 months is attached as appendix 3. Some notable points include:

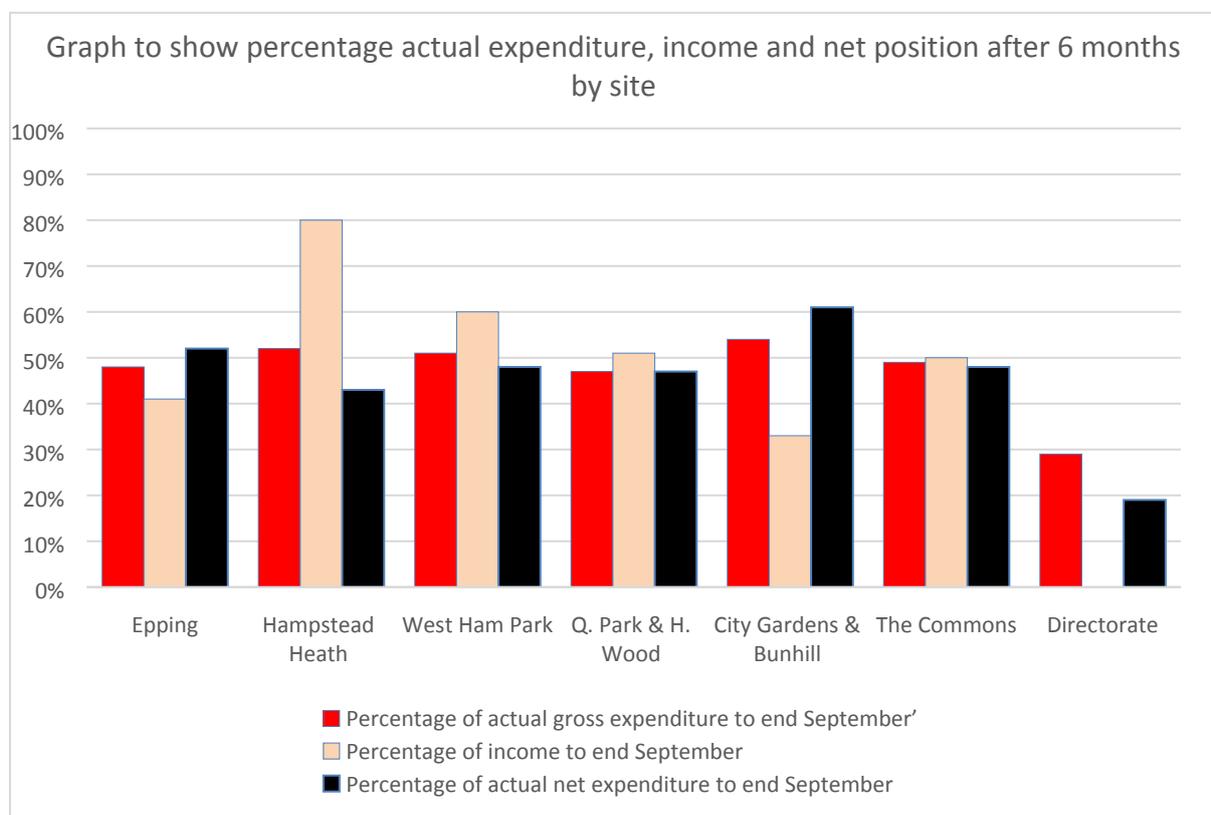
- Retained 15 Green Flag and 13 Green Heritage Awards
- the number of rounds of golf at Chingford in the first 6 months of this year, is 22% higher than the previous year.
- the hot summer has impacted on tennis participation levels with tennis numbers down across all sites. Numbers are 18% lower than last year and represents only 60% of this years annual target.
- 79% of staff who responded to the Staff Survey would recommend working for the Open Spaces Department

### Implications

#### Financial Performance

9. Six months into the financial year and across the Divisions that report to the Open Spaces Committees, the full year outturn position is estimated to be broadly on budget.

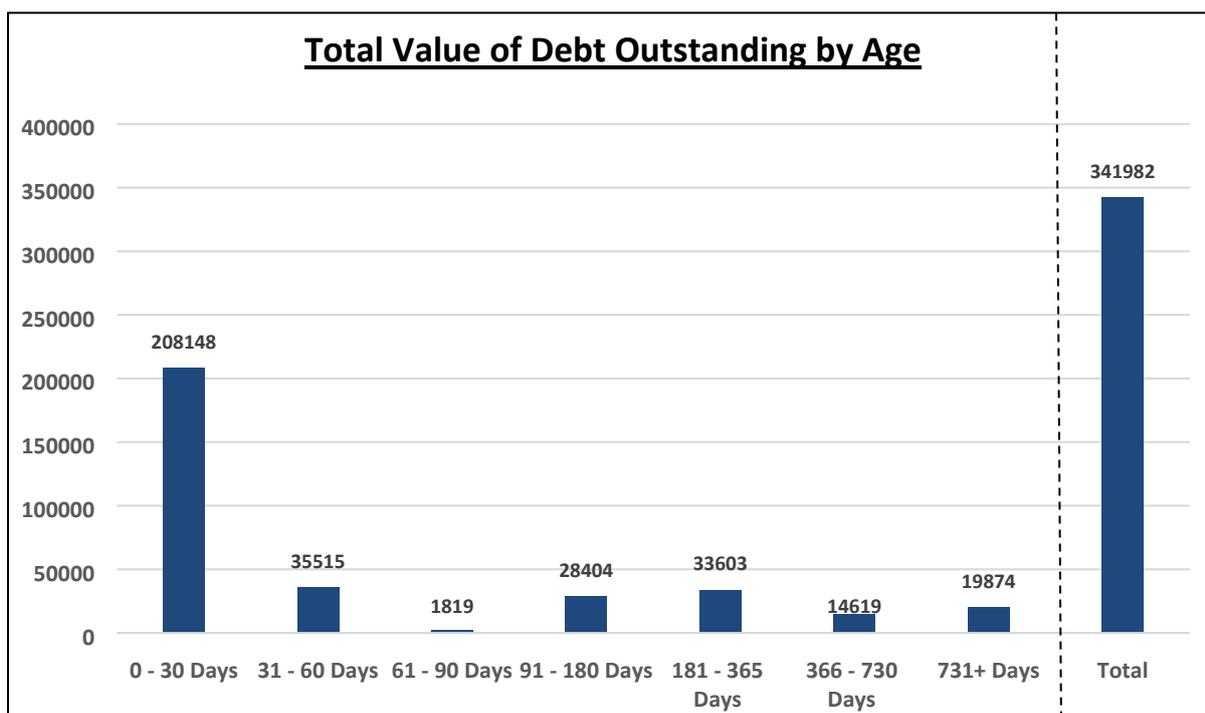
10. The graph below shows the percentage actual expenditure, income and net expenditure to end September.



11. It should be noted though that some expenditure and income is not spent/received in equal proportions across the year
12. Hampstead Heath is showing 80% income for the year. This is comparable with last year and recognises the seasonality of the income from activities such as sports fees and charges, events, filming and car park charges. Other sites where summer sports fees and charges make up a significant proportion of the income will also show greater than 50% of income achieved.
13. The 61% net expenditure for City Gardens is comparable to last year and recognises that a fair proportion of their income is from S106 contributions and rechargeable works which are applied towards the end of the financial year.

### Outstanding Debt

14. The Department's debt is managed in accordance with corporate guidelines and are within acceptable parameters. The majority of the value for the 731+ days debt is for payment of wayleaves and easements. Officers will continue to actively manage outstanding payments with the Chamberlains Department and the debt recovery team.



### Corporate & Strategic Implications

#### Open Space Charities

15. Many of the Open Spaces sites are registered charities. Officers have been asked to remind Members that decisions they take in relation to the relevant charity must be taken in the best interests of the charity. The Open Spaces charities to which this Business Plan relates are listed in appendix 4.

## **The Corporate Plan**

16. The Open Spaces Department actively contributes to the following Corporate Plan 2018-23 aims and outcomes:

### **Contribute to a flourishing society**

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

### **Shape outstanding environments**

- We inspire enterprise, excellence, creativity and collaboration
- We have clean air, land and water and a thriving and sustainable natural environment.
- Our spaces are secure, resilient and well-maintained

## **Conclusion**

17. The Open Spaces Department has progressed well in delivering its Business Plan. Its activities are helping to achieve the Department's three main objectives and Corporate Plan aims. The Department's programmes and projects are progressing well.

## **Appendices**

- Appendix 1 - High-level Business Plan 2018-19
- Appendix 2 - Progress against the Business Plan Programmes and Projects
- Appendix 3 - Performance Measures
- Appendix 4 - Open Spaces Registered Charities

## **Background Reports**

Final Departmental Business Plan 2018/19 – Open Spaces, April and May 2018.

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## We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond

The main [Corporate Plan](#) aims and outcomes we aim to impact on are:

### Contribute to a flourishing society

2. People enjoy good health and wellbeing
3. People have equal opportunities to enrich their lives and reach their full potential
4. Communities are cohesive and have the facilities they need

### Shape outstanding environments

10. We inspire enterprise, excellence, creativity and collaboration
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained

**What we do is:** Protect, enhance and provide access to open space; preserve heritage; provide engaging visitor opportunities, conserve and enhance biodiversity; share history; enable community engagement and learning; provide respectful commemoration and disposal of the dead

	<b>Our total 2018-19 budget is</b> (Local and central risk, recharges and surveyors local risk):		
	(Expenditure) (£000)	Income (£000)	Net cost (£000)
City of London Cemetery & Crematorium	(5,492)	4,821	(671)
City Gardens & Bunhill Fields	(2,313)	429	(1,884)
Directorate & Learning Programme	(1,594)	1,353	(241)
The Commons (Burnham Beeches, Stoke Common and City Commons)	(3,340)	324	(3,016)
Epping Forest	(7,808)	1,678	(6,130)
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	(12,558)	3,703	(8,855)
West Ham Park	(1,930)	316	(1,614)
Monument	(634)	669	35
Tower Bridge	(7,849)	6,261	(1,588)
<b>Total</b>	<b>(43,518)</b>	<b>19,544</b>	<b>(23,964)</b>

**Our three top line objectives and twelve outcomes are:**

### A. Open spaces and historic sites are thriving and accessible.

1. Our open spaces, heritage and cultural assets are protected, conserved and enhanced (10)
2. London has clean air and mitigates flood risk and climate change (1, 11, 12)
3. Our spaces are accessible, inclusive and safe (1, 2, 12)
4. Our habitats are flourishing, biodiverse and resilient to change (10, 11, 12)

### B. Spaces enrich people's lives.

5. People enjoy good health and wellbeing (2, 3, 4)
6. Nature, heritage and place are valued and understood (2, 3, 4)
7. People feel welcome and included (3, 4, 10)
8. People discover, learn and develop (3)

### C. Business practices are responsible and sustainable.

9. Our practices are financially, socially and environmentally sustainable (5, 11)
10. London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (7, 9, 11)
11. Our staff and volunteers are motivated, empowered, engaged and supported (8)
12. Everyone has the relevant skills to reach their full potential (8)

**What we'll measure:**

- Ecological condition
- Visitor experience
- Green Flags and Green Heritage
- Knowledge of learning participants
- Intention of participants to visit again or recommend to friends
- Volunteering participation and experience
- Number of customers / visits / satisfaction across our services
- Condition of heritage assets

The numbers show how our outcomes and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

## Departmental programmes and projects

- a) Progress a number of capital improvement projects at the central heritage sites including; Keats House and Gardens, the launch of a fully accessible education facility at Tower Bridge, review the potential for a secure exit facility at the Bridge's South Tower and progress a standalone Visitor Centre for the Monument (3, 4, 10).
- b) Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming (3, 4, 7, 9)
- c) Develop and agree a sustainable model for delivering Learning (3, 4, 10)
- d) Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act (1, 3, 10, 12)
- e) Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common (10, 1)
- f) Develop engineering studies for six Raised Reservoirs at Epping Forest (1, 11, 12)
- g) Develop sustainable football improvements at Wanstead Flats (2, 9)
- h) Progress the replacement of ageing cremators with new at the Cemetery and Crematorium (11)
- i) Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site (2, 4, 10,12)
- j) Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans; (2, 4, 10,12)
- k) Secure funding to create new accessible public spaces within the City's churchyards (2, 4, 10, 12)
- l) Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports. (2, 4, 5, 11)
- m) Obtain agreement and implement the overarching Departmental and site specific 'events' policies (2, 4, 5,10, 12)
- n) Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park (11, 12)

## What we'll measure:

- Customer service standards
- Accreditations
- Staff satisfaction
- H&S accident investigations
- Sickness absence
- Utility consumption
- Electricity generation
- Website visits and social media engagement
- Project management and delivery
- Income
- Net budget position

## Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs
- Provide support for the initial 24 apprenticeships within the department and seek to expand the programme using the levy funding
- Support the development of asset management plans and master plans for each site

### How we plan to develop our capabilities this year

- Continue to deliver initiatives arising from the Culture Board Programme; increasing cross division working
- Make more effective use of IT and technology and adopt 'smarter' ways of working.
- Finalise and refine our outcomes framework to better understand and demonstrate our value to our customers
- Use GIS to support management of sites and enhance visitor information
- Develop and implement a Charitable Trusts fundraising strategy
- Enhance customer service through use of CRM

### What we're planning to do in the future:

- Improve our workforce planning and ensure our workforce is reflective of the communities we serve
- Develop the cultural profile of the Department's heritage attractions
- Complete the process of land registration
- Develop on-line retail and bookings and increase opportunities for a cash-free environment

The numbers show how our objectives and Departmental programmes and projects link to delivering the [Corporate Plan Outcomes 2018-2023](#).

## Appendix 2 - Progress against the Business Plan Programmes and Projects

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
Continuously develop the visitor offer across the Department in terms of content, processes, technology, customer service and cultural programming	<ul style="list-style-type: none"> <li>Epping Forest played an important role in the winning award for Waltham Forest as London Borough of Culture.</li> <li>New book of walks and map published for Epping Forest</li> <li>Family facilities added in a revamp of The View Epping Forest visitor centre.</li> <li>Epping Forest &amp; Tower Bridge secure VAQAS Blue Tourist Badge Awards.</li> </ul>	Green
Develop and agree a sustainable model for delivering the Learning Programme.	<ul style="list-style-type: none"> <li>A report requesting an increase in the Open Spaces baseline budget to provide a 'core learning offer' was supported by the Open Spaces Committees and Education Board but turned down by RASC. Officers were advised to resubmit their request as part of 2019/20 Medium Term Financial Planning report in January</li> </ul>	Red
Deliver opportunities arising from improved management capability from the City of London Corporation (Open Spaces) Act	<ul style="list-style-type: none"> <li><b>Epping Forest</b> - Forest lodges are being prepared for letting; a longer tenancy is being offered to secure external grant funding and utility providers are now paying works access charges.</li> <li><b>Highgate Wood and Burnham Beeches</b> - café tenders are proposed to be longer in duration as permitted under the new Act.</li> </ul>	Green
Protect our heritage at risk: developing partnership funding bids at Wanstead Park and Bunhill Fields while completing funded works at Kenley Common	<ul style="list-style-type: none"> <li><b>Wanstead Park</b> - In addition to a Steering group for landowners a Project Board has been established to coordinate the joint Heritage and Reservoir Safety project</li> <li><b>Kenley Common</b> - Completion of the project is delayed by 6 months to allow time to resolve construction issues that occurred in 2018. Priorities Investment Pot has funded a part time 'Kenley Project Legacy officer' for 21 months commencing January 2019.</li> <li><b>Bunhill Fields</b> - Round 1 bid to HLF submitted in partnership with London Borough Islington in August 2018 for project development grant with a confirmed £250K of S106 match fund from Islington.</li> </ul>	Amber
Develop engineering studies for six Raised Reservoirs at Epping Forest	<ul style="list-style-type: none"> <li>Supervising Engineer has requested an engineering study of the Wanstead Park cascade (4 lakes) with a funding proposal to be considered in December.</li> <li>DBE struggling with resource capacity to progress the evaluations for Baldwins &amp; Birch Hall park ponds.</li> </ul>	Amber
Develop sustainable football improvements at Wanstead Flats	<ul style="list-style-type: none"> <li>A new team structure at Wanstead Flats is addressing pitch management and 'playing without paying' more effectively.</li> </ul>	Green

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
	<ul style="list-style-type: none"> <li>The Football Foundation have awarded a grant of £34,719 (58.45%) for the feasibility study in to the construction of artificial grass pitches on Wanstead Flats.</li> </ul>	
<p>Work cross-departmentally through Asset Management Planning to maximise the value of our assets including: implementing agreed options for commercial wayleaves, Heathfield House, Warren House, lodges, Finsbury Circus and the former West Ham Park Nursery site</p>	<ul style="list-style-type: none"> <li><b>Asset Management Framework</b> – Epping Forest is piloting Asset outturn reporting with CSD.</li> <li><b>Commercial Wayleaves</b> – trial negotiations have been successful and Committee approval is being sought for wider implementation.</li> <li><b>Finsbury Circus</b> – Working with City Surveyors to produce a holistic design for the garden including landscape reinstatement post Crossrail and café pavilion with a view to achieving financial sustainability for the maintenance of the gardens.</li> <li><b>West Ham Park Nursery</b> – Designs for the future of the site developed to RIBA stage 2 in consultation with the Options Review Group. Presentation made to the Housing Delivery Programme Working Group. A report on the next Gateway will be made in December 2018.</li> </ul>	Amber
<p>Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans;</p>	<ul style="list-style-type: none"> <li><b>West Ham Park playground</b> – Consultation completed. Gateway 3/4 report to Committees in December 2018</li> <li><b>Wanstead Park Playground</b> – Committee have approved ‘in principle’ plans to support fundraising initiatives.</li> <li><b>Grazing expansion</b> - continues with new areas grazed across The Commons including Ashted and Kenley Commons</li> </ul>	Green
<p>Secure funding to create new accessible public spaces within the City’s churchyards</p>	<ul style="list-style-type: none"> <li>Diocese of London to make an application for funding to the CIL neighbourhood pot spring summer 2019.</li> </ul>	Amber
<p>Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports</p>	<ul style="list-style-type: none"> <li><b>Fleet Board</b> – has overseen the introduction of Local Fleet and Plant Management Plans and associated health and safety documentation. The Corporate Fleet Board is currently taking the lead as the City considers how best to reshape its fleet to meet the Ultra-Low Emission Zone challenge and policy decision not to purchase diesel vehicles.</li> <li><b>Energy Board</b> –currently scoping three further Photovoltaic installations (Parliament Hill Fields Lido, Merlewood Estate Office and Kenwood Nursery Yard). Bids will be submitted to the Energy Efficiency Fund to deliver these projects in 2019.</li> <li><b>Sports Board</b> – This Board was closed but individual projects will continue including standardisation of the sports grounds maintenance specifications and licencing sports events under 500 participants.</li> </ul>	Green

Programmes and Projects	Progress to 30 Sept 2018	Red / Amber / Green
Obtain agreement and implement the overarching Departmental and site specific 'events' policies	<ul style="list-style-type: none"> <li>• <b>Departmental Events Policy (Part One)</b> agreed by OSCG Committee on 18 April 2018.</li> <li>• <b>Site Specific Events Policies (Part Two)</b> agreed by Service Committees: <ul style="list-style-type: none"> <li>○ Epping Forest on 14 May 2018</li> <li>○ Hampstead Heath including Golders Hill Park and the Heath Extension on 5 September 2018</li> </ul> </li> </ul>	Green
Progress reviews, drafting and completion of management / conservation plans at Epping Forest, Hampstead Heath, Stoke Common and West Ham Park	<ul style="list-style-type: none"> <li>• <b>Epping Forest</b> – final draft for consideration by the Management Plan sub-Committee.</li> <li>• <b>Stoke Common</b> – being presented to Committee on 18 November for adoption</li> <li>• <b>Hampstead Heath</b> - being presented to Committee on 28 November for approval</li> </ul>	Amber

### Appendix 3 - Performance indicators

PERFORMANCE INDICATORS		2018/19 Performance Target	2018/19 update to 30 Sept 2018
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	15 Green Flag Awards
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	13 Green Heritage Awards	13 Green Heritage Awards
PI 20	Increase the number of 'visitors' to the Open spaces webpages.	2017/18 performance plus 10% = 843,784	620,463
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	3.2 days FTE Working Days Lost per FTE	1.68
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	2.30 days FTE Working Days Lost per FTE	1.91
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.	95%	This exact question was not asked in the Department staff survey, but a similar question resulted in the following response: <ul style="list-style-type: none"> <li>79% of staff would recommend working for the Open Spaces Department</li> </ul>
PI 16	Increase the amount of tennis played across our sites.	WHP: increase court hours used by 25% on 2017/18 actual = 8,416	4,472 Total
		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual = 7,664 Adult 4,322 - Concession	8,276 Total 5,806 Adult 2,470 Concession
		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual = 1,866 Adult 1,472 - Concession	2,884.5 Total 1,584.5 Adult 1,300 Concession

PERFORMANCE INDICATORS		2018/19 Performance Target	2018/19 update to 30 Sept 2018
		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual = 4,390 Adult 1,010 Concession	3,348 Total  2,766 Adult 582 Concession
PI 18	Increase the number of golf visits at Chingford Golf Course.	Increase 2017/18 performance by 5% = 19,612	13,797
PI 11	Increase the percentage of Learning Programme participants who are surveyed who are more knowledgeable about the natural history of our open spaces. (Learning objectives met)	85% of participants surveyed	100%
PI 13	Increase the percentage of Learning Programme participants who are surveyed who are from Black and Minority Ethnic or under-represented groups	55% of participants surveyed	59%

## Appendix 4

<b>Charity</b>	<b>Charity number</b>
Ashtead Common	1051510
Burnham Beeches & Stoke Common	232987
Coulsdon & Other Commons	232989
West Wickham Common & Spring Park	232988
Epping Forest	232990
Hampstead Heath	803392
Highgate Wood & Queen's Park	232986
West Ham Park	206948

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park	28/11/2018
<b>Subject:</b> Hampstead Heath Trustee's Annual report and Financial Statements for the Year Ended 31 March 2018	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Derek Cobbing	

### Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2018 for Hampstead Heath are presented in the format required by the Charity Commission.

### Recommendation(s)

Members are asked to:

- Note the report.

### Main Report

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

## Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31<sup>st</sup> March 2018

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***HAMPSTEAD HEATH***  
***REPORT AND CONSOLIDATED FINANCIAL STATEMENTS***  
***FOR THE YEAR ENDED 31 MARCH 2018***

**Charity Number: 803392**

# HAMPSTEAD HEATH

## Trustee's Annual Report and Financial Statements for the year ended 31 March 2018

<b>Contents</b>	<b>Page</b>
Trustee's Annual Report	2-9
Independent Auditor's Report	10-12
Consolidated Statement of Financial Activities	13
Consolidated Balance Sheet	14
Hampstead Heath Balance Sheet	15
Notes to the Financial Statements	16-32

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2018

### 1. Reference and Administration Details

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

### 2. Structure, Governance and Management

#### **The governing document**

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

#### **Trustee Selection methods**

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

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

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

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2018

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

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

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

The Charity Governance Code was published in July 2017. The Trustee is supportive of the Code and its aim to assist in the development of high standards of governance throughout the charity sector. At this early point after the release of the Code, the Trustee is currently considering application of the recommended practice to the work of the Hampstead Heath charity.

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

Details of any related party transactions are disclosed in Note 16 of the Notes to the financial statements.

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

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

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

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

#### **Risk identification**

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

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

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

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

## **HAMPSTEAD HEATH**

### **Trustee's report for the year ended 31 March 2018**

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

### **Risk identification (continued)**

There are 9 risks which have been identified as affecting all the Open Spaces of which 8 relate to the "green spaces". These are:

- Animal, Plant and Tree Diseases;
- Extreme weather;
- Poor repair and maintenance of buildings;
- Impact of Housing/Highways Development;
- Ensuring the health and safety of staff, contractors and the public;
- Maintaining the City's water bodies;
- IT System Failure; and
- Reputational Risk Associated with Efficiency Changes

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

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

### **Risk which is specific to Hampstead Heath:**

1. Hampstead Heath Water bodies including Bathing Ponds – members of the public swimming in unauthorised areas, and not paying attention to acclimatisation requirements could lead to death or serious injury. Mitigation includes training of lifeguards, appropriate signage and safety equipment reducing the likelihood from unlikely to rare.

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

1. The first key risk is the possibility of significant decreases in investment income. The impact of this could be major and so there are strict controls over this by having the funds managed by a professional fund manager, and by the Financial Investment Board regularly monitoring the performance of this fund manager. However the likelihood of such decreases is still seen as "possible".
2. The second risk to be managed is where Members of those Committees exercising the Trustee's duties have a conflict of interests. The control which exists is for those concerned to have a specific understanding of trust and charity law and the protocol for disclosing any potential conflict (which includes complying with the City of London Corporation's Code of Conduct), with this in mind although the impact might be serious, the likelihood is viewed as "unlikely".
2. The third risk is of a loss of directly employed staff and/or the support staff. The existing controls are of a documentation of systems, plans and projects, as well as having any necessary training programs. Again the impact could be serious the likelihood is considered "unlikely".

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2018

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

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

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

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

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

### 4. Achievements and Performance

#### Key targets for 2017/18 and review of achievement

The key targets for 2017/18 together with their outcomes were:

- **Continuation of Ponds restoration works following the completion of the successful project.** The Ponds restoration works have progressed well and positive feedback from visitors has been received.
- **Carry out a range of consultation and engagement with respect to the draft Hampstead Heath Management Plan, which will cover the period 2018-2027.** The Vision for Hampstead has been developed as an outcome of the range of engagement which has taken place. This information has informed the Outcomes Framework, which will be an important part of the overall Management Framework.
- **Develop plans and work with the City Surveyor to deliver improvement works for the car park at East Heath.** The plans are progressing and the works to deliver the improvement will commence in Summer 2018.
- **Develop a vision for the Zoo at Golders Hill Park to ensure that it is a sustainable facility.** The vision for the zoo has been developed and the improvement plans form part of the Divisional Plan.
- **Review of the Adventure Playground at Parliament Hill in order to develop plans and options on which to consult and engage with users.** A review and engagement has taken place and the plans for the Adventure Playground have been presented in April 2018, with delivery of the improvements to follow.
- **Further work and development with respect to the Communications Strategy, including signage and interpretation.** A range of improvements have been delivered with respect to signage, with many the large signs which welcome visitors being replaced. A revised map has been rolled out across Hampstead heath and signage at locations such as the Hill Garden and Pergola has been updated to provide more information to visitors.

## **HAMPSTEAD HEATH**

### **Trustee's report for the year ended 31 March 2018**

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

##### **Key targets for 2017/18 and review of achievement (continued)**

- **City of London (Open Spaces) Bill – Parliamentary process continues in 2017/18.**  
The Bill received Royal Assent in early March 2018, and a range of work will now be taking place to deliver the projects with which this will assist.

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

#### **5. Financial Review**

##### **Review of financial position**

Investment income of £1,283,000 (2016/17: £1,326,856) was earned during the year. Donations and legacy income received included £9,607 from donations and other external contributions (2016/17: £31,987) and £108,330 from grants (2016/17: £165,000). Income from charitable activities comprised £1,257,203 from sales, fees and charges (2016/17: £1,254,809) and £159,521 from rents (2016/17: £185,825). The contribution towards the running costs of the charity amounted to £6,119,800 (2016/17: £11,993,131). This net cost was met by the City of London Corporation's City's Cash.

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

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

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2018

### 5. Financial Review (continued)

#### Reserves Policy

The contribution towards the running costs of Hampstead Heath is determined in accordance with a formula set out in the governing document. Reserves therefore represent the accumulated net income that cannot be distributed under the existing governance arrangements. However the higher level of reserves provides the potential for increased annual contributions in future years (calculated in accordance with the formula). The charity has unrestricted, restricted and endowment funds and the details are set out in Note 14 to the financial statements.

#### Investment Policy

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

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on cash balances held on behalf of the Trust. The investments are managed by Artemis Investment Management Limited and the performance of the fund is measured against the Fund manager benchmark (FTSE All Share Index).

As at 31 March 2018 the Fund achieved a return of +4.28% compared to the FTSE All Share Index return of +1.25%, an out-performance of 3.03%. Over three and five years the Fund has outperformed the index as follows:

	<b>3 Years</b>	<b>5 Years</b>
Fund	5.97%	7.96%
FTSE All Share	5.86%	6.59%
Out performance	0.11%	1.37%

#### Spending Policy

The reserves policy of the Trust is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £32m) should produce income to cover a proportion of the running costs of Hampstead Heath. The maximum contribution as it is set out in the Transfer order is £1,123,000 (2016/17: £1,137,000) and is subject to a triennial review. However, a contribution of £1,075,349 (2016/17: £1,119,739) was made in 2017/18 from the Permanent Endowment fund and the shortfall was funded from City's Cash. 2017/18 was the second year and therefore the contribution is equal to the amount of the maximum contribution for the first year of that period (2016/17 £1,107,144) multiplied by the change in the Average Earnings Index between April 2016 and April 2017 (1.014). A contribution was also made of £20,185 in 2017/18 representing the income arising from the former T.J. Barratt Trust which was transferred to the Hampstead Heath Trust Fund in December 2011 (2016/17: £21,306).

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

# **HAMPSTEAD HEATH**

## **Trustee's report for the year ended 31 March 2018**

### **5. Financial Review (continued)**

#### **Going Concern**

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

### **6. Plans for Future Periods**

The plans for 2018/19 are:

- Launch of the Hampstead Heath Management Plan, which will cover the period 2018-2027.
- Further Ponds restoration works following the completion of the successful project, including Model Boating Pond Island access review.
- Delivery of improvement works for the car park at East Heath.
- Delivery of improvements at the Adventure Playground at Parliament Hill and the adjacent Peggy Jay Centre, delivering natural play and clear links to the wider Heath.
- Further work and development with respect to the Communications Strategy, including signage and interpretation.
- Development of policies and procedures linked to the City of London (Open Spaces) Bill, including an Events Policy.
- Tree management and health work, including disease control for OPM (Oak Processionary Moth) and Masaria.
- Security improvements, including the installation of additional bollards at entrances to Parliament Hill.

### **7. Statement of Trustee's Responsibilities**

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

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

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

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

**HAMPSTEAD HEATH**  
**Trustee's report for the year ended 31 March 2018**

**8. Adopted and signed for and on behalf of the Trustee on 13 November 2018.**

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

Jamie Ingham Clark  
Deputy Chairman of  
Finance Committee  
Guildhall, London

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

## Opinion

We have audited the financial statements of Hampstead Heath for the year ended 31 March 2018 which comprise the Statement of Financial Activities, Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustee has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustee is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

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

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

### **Responsibilities of the trustee**

As explained more fully in the Trustee's Responsibilities Statement set out on page 8, the trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustee is responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustee either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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

**Use of our report**

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

Heather Wheelhouse, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor

150 Aldersgate Street  
London  
EC1A 4AB

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

Date: 13 November 2018.

## HAMPSTEAD HEATH

### Consolidated Statement of Financial Activities for the year ended 31 March 2018

	Notes	Unrestricted Funds		Restricted Fund	Endowment Fund	2017/18	2016/17
		General Fund	Designated Fund				
		£	£	£	£	£	£
<b>Income and endowments from:</b>							
Income from							
Donations and legacies		9,607	-	108,330	-	<b>117,937</b>	196,987
Charitable activities		1,416,724	-	-	-	<b>1,416,724</b>	1,440,634
Grant from City of London Corporation		6,114,761	5,039	-	-	<b>6,119,800</b>	11,993,131
Investments		1,262,815	-	-	20,185	<b>1,283,000</b>	1,326,856
<b>Total</b>	4	<b>8,803,907</b>	<b>5,039</b>	<b>108,330</b>	<b>20,185</b>	<b>8,937,461</b>	<b>14,957,608</b>
<b>Expenditure on:</b>							
Raising funds							
Managed investment fees	5	184,188	-	-	-	<b>184,188</b>	181,986
Interest payable	5	3,278	-	-	-	<b>3,278</b>	3,825
Charitable activities	5	8,616,441	215,337	98,330	20,185	<b>8,950,293</b>	8,005,074
<b>Total</b>		<b>8,803,907</b>	<b>215,337</b>	<b>98,330</b>	<b>20,185</b>	<b>9,137,759</b>	<b>8,190,885</b>
Net gains on investments	10	-	-	-	331,146	<b>331,146</b>	3,469,850
<b>Net income/(expenditure)</b>		-	(210,298)	10,000	331,146	<b>130,848</b>	10,236,573
		-	-	-	-	-	-
<b>Net movements in funds</b>		-	(210,298)	10,000	331,146	<b>130,848</b>	10,236,573
<b>Reconciliation of funds</b>							
Total funds brought forward	14	-	19,997,830	-	32,378,443	<b>52,376,273</b>	42,139,700
<b>Total funds carried forward</b>	13,14	-	<b>19,787,532</b>	<b>10,000</b>	<b>32,709,589</b>	<b>52,507,121</b>	<b>52,376,273</b>

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

All income and expenditure derive from continuing activities.

**HAMPSTEAD HEATH**  
**Consolidated Balance Sheet as at 31 March 2018**

	Notes	2018	2017
		£	£
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	<b>19,747,146</b>	19,956,830
Fixed Asset Investments	10	<b>32,690,842</b>	31,728,501
		<b>52,437,988</b>	51,685,331
<b>Current Assets</b>			
Debtors	11	<b>373,433</b>	403,808
Investments	10	<b>191,867</b>	823,062
Cash at bank and in hand		<b>562,978</b>	551,647
		<b>1,128,278</b>	1,778,517
<b>Creditors: amounts falling due within one year</b>	12	<b>(1,059,145)</b>	(1,087,575)
<b>Net Current Assets (Liabilities)</b>		<b>69,133</b>	690,942
<b>Total Assets Less Current Liabilities</b>		<b>52,507,121</b>	52,376,273
<b>The funds of the charity:</b>			
<i>Unrestricted Fund</i>			
General Fund	14	-	-
Designated Fund	14	<b>19,787,532</b>	19,997,830
<i>Restricted Funds</i>	14	<b>10,000</b>	-
<i>Endowment Funds</i>	14	<b>32,709,589</b>	32,378,443
<b>Total charity funds</b>		<b>52,507,121</b>	52,376,273

Approved and signed for and on behalf of the  
Trustee.

The Notes at pages 15 to 31 form part of these  
accounts.

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Dr Peter Kane  
Chamberlain of London  
13 November 2018

**HAMPSTEAD HEATH**  
**Balance Sheet as at 31 March 2018**

	Notes	2018	2017
		£	£
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	<u>19,747,146</u>	<u>19,956,830</u>
<b>Current Assets</b>			
Debtors	11	89,058	165,641
Cash at bank and in hand		<u>385,670</u>	<u>374,339</u>
		<b>474,728</b>	<b>539,980</b>
<b>Creditors: Amounts falling due within one year</b>	12	<b>(424,342)</b>	<b>(498,980)</b>
<b>Net Current Assets</b>		<u><b>50,386</b></u>	<u>41,000</u>
<b>Total Assets less Current Liabilities</b>		<u><b>19,797,532</b></u>	<u>19,997,830</u>
<b>The funds of the charity</b>			
<i>Unrestricted Funds</i>			
Designated Fund	14	19,787,532	19,997,830
<i>Restricted Funds</i>	14	<u>10,000</u>	-
<b>Total charity funds</b>		<u><b>19,797,532</b></u>	<u>19,997,830</u>

Approved and signed for and on behalf of the Trustee

Dr Peter Kane  
 Chamberlain of London  
 13 November 2018

# HAMPSTEAD HEATH

## Notes to the financial Statements for the year ended 31 March 2018

### 1. Accounting Policies

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

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

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

Hampstead Heath is a public benefit entity and the financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

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

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

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

#### (c) *Going Concern*

The governing documents place an obligation on the City of London Corporation to preserve the open space for the benefit of the public. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is updated from City's Cash. The latest forecast to the period 2021/22 anticipates that adequate funding will be available to enable the Trust to continue to fulfil its obligations. On this basis the Trustee consider the Trust to be a going concern for the foreseeable future, therefore has prepared the financial statements on the going concern basis.

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

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2018 which is publicly available and can be found at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk).

## HAMPSTEAD HEATH

### Notes to the financial Statements for the year ended 31 March 2018

#### 1. Accounting Policies (continued)

##### (e) *Fixed Assets*

###### *Heritage Land and Associated Buildings*

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

###### *Tangible Fixed Assets*

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

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

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

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

\* with the exception of certain ponds infrastructure (such as sheet piling and foundation slabs) whose useful life has been determined at 120 years.

##### (f) *Recognition of capital expenditure*

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

##### (g) *Income Recognition*

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

##### (h) *Donations and legacies*

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

## HAMPSTEAD HEATH

### Notes to the financial Statements for the year ended 31 March 2018

#### 1. Accounting Policies (continued)

(i) *Volunteers*

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

(j) *Grants receivable*

Income from grants is recognised when there is evidence of entitlement to the grant, receipt is probable and its amount can be measured reliably. To this end, evidence of entitlement is assumed to exist when the formal offer of funding is communicated in writing to the Charity. Where there is a performance condition attached to the grant, entitlement is only recognised when the conditions have been met.

(k) *Contribution from City's Cash*

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

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

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

(m) *Rental income*

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

(n) *Expenditure Recognition*

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

(o) *Allocation of costs between different activities*

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

(p) *Pension Costs*

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £592.6m as at 31 March 2018 (£597.9m as at 31 March 2017). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's Trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

# HAMPSTEAD HEATH

## Notes to the financial Statements for the year ended 31 March 2018

### 1. Accounting Policies (continued)

(p) ***Pension costs (continued)***

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. A triennial valuation was undertaken as of 31 March 2016 and as a result the employer's contribution rate to be adopted for the financial years 2017/18, 2018/19 and 2019/20 has been set at 21% (2016/17: 17.5%). There are no outstanding or pre-paid contributions at the balance sheet date.

(q) ***Investments***

The investments are all managed by Artemis Investment Management.

All of the securities within the Trust are listed on a stock exchange and are valued at The Stock Exchange trading System price at 31 March 2018.

Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The net gain on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2017 and 31 March 2018 after taking account of any purchases and sales which were made during 2017/18. Both realised and unrealised gains on investments at the balance sheet date are included in the funds of the Hampstead Heath Trust Fund.

(r) ***Foreign Currencies***

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

(s) ***Fund Accounting***

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

### 2. Tax Status of the Charity

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

### 3. Indemnity Insurance

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

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 4. Income and endowments

Income and endowments are comprised as follows:

	Unrestricted Funds		Restricted Funds		2017/18 £	2016/17 £
	Unrestricted Fund £	Designated Fund £	Restricted Fund £	Endowment Fund £		
<b>Income and endowments from:</b>						
<b>Donations and legacies</b>						
Contributions/Grants	9,607	-	108,330	-	<b>117,937</b>	196,987
Investments	1,262,815	-	-	20,185	<b>1,283,000</b>	1,326,856
Revenue and capital grants from City of London Corporation	6,114,761	5,039	-	-	<b>6,119,800</b>	11,993,131
	7,387,183	5,039	108,330	20,185	<b>7,520,737</b>	13,516,974
<b>Income from charitable activities</b>						
Fees and charges	1,245,267	-	-	-	<b>1,245,267</b>	1,212,826
Sales	11,936	-	-	-	<b>11,936</b>	41,983
Rental income	159,521	-	-	-	<b>159,521</b>	185,825
	1,416,724	-	-	-	<b>1,416,724</b>	1,440,634
<b>Total</b>	<b>8,803,907</b>	<b>5,039</b>	<b>108,330</b>	<b>20,185</b>	<b>8,937,461</b>	<b>14,957,608</b>

#### Investments

Income from generated funds consist of investment income and interest received on average cash balances for the year. Income for the year amounted to £1,283,000 (2016/17: £1,326,856).

#### Donations and legacies

Donations and legacies relate to donations and sponsorship income of £8,437 (2016/17: £31,987), grant funding from the City Bridge Trust of £98,330 (2016/17: £165,000), grant funding from Shared Services Connected Limited of £1,170 (2016/17: £nil) and a grant of £10,000 was received from London Borough of Camden (Sports and Physical Activity Service) for creation of a new outdoor gym at Parliament Hill (2016/17: £nil).

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

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

#### Charges for the use of facilities

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

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 5. Expenditure

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

	Activities undertaken directly  £	Support costs  £	<b>2017/18</b>  £	2016/17  £
Charitable activities	7,884,785	1,252,974	<b>9,137,759</b>	8,190,885
<b>Total</b>	7,884,785	1,252,974	<b>9,137,759</b>	8,190,885

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

#### **Charitable activities**

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

#### **Costs of generating funds**

These costs consist of Fund managers' fees of £184,188 (2016/17: £181,986) and an interest charge on overdrawn cash balances of £3,278 (2016/17: £3,825).

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

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

#### *Trustee's expenses*

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the city. However, Members may claim travelling expenses in respect of activities outside the city and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses were incurred in the year (2016/17: £nil).

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 6. Support Costs

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

	Charitable Activities £	<b>2017/18</b> £	2016/17 £
<b>Department</b>			
Chamberlain	144,035	<b>144,035</b>	110,963
Comptroller & City Solicitor	85,889	<b>85,889</b>	40,249
Open Spaces Directorate	110,598	<b>110,598</b>	155,301
Town Clerk	221,239	<b>221,239</b>	222,348
City Surveyor	331,566	<b>331,566</b>	285,655
Information Systems	278,262	<b>278,262</b>	246,156
Other governance and support costs	81,385	<b>81,385</b>	85,747
<b>Total support costs</b>	1,252,974	<b>1,252,974</b>	1,146,419

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

<b>Chamberlain</b>	Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.
<b>Comptroller and City Solicitor</b>	Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.
<b>Open Spaces Directorate</b>	Expenditure incurred by the Directorate, which is recharged to all Open Spaces Committees under the control of the Director of Open Spaces. The apportionments are calculated on the basis of budget resources available to each open space Charity

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 6. Support Costs (continued)

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

#### 7. Staff Numbers and Costs

The average actual number of staff employed by the City of London Corporation charged to Hampstead Heath in 2017/18 is 96 (2016/17: 96) at a cost of £4,638,530 (2016/17: £4,414,143). The table below sets out the employment costs and the number of average actual staff charged directly to the charity.

	No of employees	Gross Pay £	Employers' National Insurance £	Employers' Pension Contribution £	Total £
2017/18 Charitable activities	96	3,631,812	362,340	644,378	<b>4,638,530</b>
2016/17 Charitable activities	96	3,546,169	351,200	516,774	<b>4,414,143</b>

There were two employees whose total employee benefits were above the £60,000 threshold (2016/17: 1).

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

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

The number of directly charged staff earning more than £60,000 in bands of £10,000 is set out below.

<b>Employees who earn more than £60,000 per annum</b>		
<b>Band</b>	<b>No of full time equivalent employees</b>	<b>No of full time equivalent employees</b>
<b>£</b>	<b>2017/18</b>	<b>2016/17</b>
60,000-69,999	2.0	1.0
70,000-79,999	-	-
80,000-89,999	-	-
90,000-99,999	-	-
100,000-109,999	-	-

The Trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £30,685 in 2017/18 (2016/17: £42,366). Trustees are unpaid and do not receive allowances.

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

#### 8. Heritage Assets

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

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

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

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 9. Tangible Fixed Assets

At 31 March 2018 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £19,747,146 (31 March 2017: £19,956,830) as set out below. All tangible fixed assets are held by Hampstead Heath.

	Land and Buildings £	Infrastructure £	Equipment (WIP) £	Equipment £	<b>Total</b> £
<b><u>Cost</u></b>					
At 1 April 2017	1,154,101	19,465,347	-	234,810	<b>20,854,258</b>
Additions	-	5,039	614	-	<b>5,653</b>
Transfers	-	-	-	-	-
<b>At 31 March 2018</b>	<b>1,154,101</b>	<b>19,470,386</b>	<b>614</b>	<b>234,810</b>	<b>20,859,911</b>
<b><u>Depreciation</u></b>					
At 1 April 2017	74,469	691,010	-	131,949	<b>897,428</b>
Charge for year	26,460	172,005	-	16,872	<b>215,337</b>
<b>At 31 March 2018</b>	<b>100,929</b>	<b>863,015</b>	<b>-</b>	<b>148,821</b>	<b>1,112,765</b>
<b><u>Net book value</u></b>					
<b>At 31 March 2018</b>	<b>1,053,172</b>	<b>18,607,371</b>	<b>614</b>	<b>85,989</b>	<b>19,747,146</b>
At 31 March 2017	1,079,632	18,774,337	-	102,861	<b>19,956,830</b>

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 10. Investments

The value and cost of investments comprises:

	<b>Total 2017/18</b>	Total 2016/17
	£	£
Market Value at 1st April	<b>31,728,501</b>	28,478,319
Add: Additions to investments at cost	<b>6,006,945</b>	8,633,362
Less: Disposals at market value	<b>(5,375,750)</b>	(8,853,030)
Net gain/(loss) on revaluation	<b>331,146</b>	3,469,850
<b>Market value 31 March</b>	<b>32,690,842</b>	31,728,501
Cash held by Fund Managers	<b>191,867</b>	823,062
<b>Total investments at 31 March</b>	<b>32,882,709</b>	32,551,563
Cost 31 March	<b>28,073,833</b>	27,453,947

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

	<b>2018 £</b>	2017 £
Long term	<b>32,690,842</b>	31,728,501
Cash held by the Fund Manager	<b>191,867</b>	823,062
<b>Total</b>	<b>32,882,709</b>	32,551,563

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 10. Investments (continued)

The Geographical Spread of Investments at 31 March 2018

	2018 £	2017 £
Fixed Interest Securities		
- UK	3,718	3,134
- United States	-	-
	<b>3,718</b>	<b>3,134</b>
Unit Trusts		
- UK	2,293,587	1,627,379
	<b>2,293,587</b>	<b>1,627,379</b>
Equities		
-UK	26,365,014	25,412,394
-European	4,028,523	4,685,594
-United States	-	-
Emerging Markets	-	-
	<b>30,393,537</b>	<b>30,097,988</b>
Cash held by the Fund Managers	191,867	823,062
<b>Market Value 31 March</b>	<b>32,882,709</b>	<b>32,551,563</b>

#### 11. Debtors

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

##### Hampstead Heath Consolidated

	2018 £	2017 £
Rental Debtors	3,330	11,030
Other Debtors	306,444	264,715
Payments in Advance	48,241	43,640
Recoverable VAT	15,418	84,423
<b>Total at 31 March</b>	<b>373,433</b>	<b>403,808</b>

##### Hampstead Heath

	2018 £	2017 £
Rental Debtors	3,330	11,030
Other Debtors	22,069	26,548
Payments in Advance	48,241	43,640
Recoverable VAT	15,418	84,423
<b>Total at 31 March</b>	<b>89,058</b>	<b>165,641</b>

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 12. Creditors

Creditors consist of amounts due within one year.

##### Hampstead Heath Consolidated

	2018 £	2017 £
Bank Overdraft	593,883	550,308
Trade Creditors	69,606	159,994
Accruals	239,942	219,884
Other Creditors	76,067	59,083
Other Deposits	47,737	47,737
Receipts in Advance	31,910	50,569
<b>Total at 31 March</b>	<b>1,059,145</b>	<b>1,087,575</b>

##### Hampstead Heath

	2018 £	2017 £
Trade Creditors	69,606	159,994
Accruals	239,942	219,884
Other Creditors	35,147	20,796
Other Deposits	47,737	47,737
Receipts in Advance	31,910	50,569
<b>Total at 31 March</b>	<b>424,342</b>	<b>498,980</b>

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 13. Analysis of Consolidated Net Assets by Fund at 31 March 2018

	Unrestricted Funds		Restricted Fund	Endowment Fund	2018	2017
	General Fund	Designated Fund				
	£	£	£	£	£	£
<b>Fixed Assets</b>						
Tangible Fixed Assets	-	19,747,146	-	-	<b>19,747,146</b>	19,956,830
Investments	-	-	-	32,690,842	<b>32,690,842</b>	31,728,501
<b>Total Fixed Assets</b>	-	<b>19,747,146</b>	-	<b>32,690,842</b>	<b>52,437,988</b>	51,685,331
Current Assets	424,342	40,386	10,000	653,550	<b>1,128,278</b>	1,778,517
Current Liabilities	(424,342)	-	-	(634,803)	<b>(1,059,145)</b>	(1,087,575)
<b>Total Net Assets</b>	-	<b>19,787,532</b>	<b>10,000</b>	<b>32,709,589</b>	<b>52,507,121</b>	52,376,273

#### Expendable Endowment Movements 2010 – 2018

	Balance at 1 April	Revaluation of Investments	Balance at 31 March	Cash	Expendable Endowment
	£	£	£	£	£
<b>Opening</b>	393,461	8,497	401,958	177,308	<b>579,266</b>
<b>2011-12</b>	401,958	11,764	413,722	177,308	<b>591,030</b>
<b>2012-13</b>	413,722	58,823	472,545	177,308	<b>649,853</b>
<b>2013-14</b>	472,545	34,640	507,185	177,308	<b>684,493</b>
<b>2014-15</b>	507,185	32,680	539,865	177,308	<b>717,173</b>
<b>2015-16</b>	539,865	(30,719)	509,146	177,308	<b>686,454</b>
<b>2016-17</b>	509,146	60,784	569,930	177,308	<b>747,238</b>
<b>2017-18</b>	569,930	5,229	575,159	177,308	<b>752,467</b>

#### Hampstead Heath Analysis of Net Assets by Fund at 31 March 2018

	Unrestricted Funds		Restricted Fund	2018	2017
	General Fund	Designated Fund			
	£	£	£	£	£
<b>Fixed Assets</b>					
Tangible Fixed Assets	-	19,747,146	-	<b>19,747,146</b>	19,956,830
<b>Total Fixed Assets</b>	-	19,747,146	-	<b>19,747,146</b>	19,956,830
Current Assets	424,342	40,386	10,000	<b>474,728</b>	539,980
Current Liabilities	(424,342)	-	-	<b>(424,342)</b>	(498,980)
<b>Total Net Assets</b>	-	19,787,532	10,000	<b>19,797,532</b>	19,997,830

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 14. Consolidated Movement of Funds during the year to 31 March 2018

	Fund balances brought forward	Income	Expenditure	Transfers	Gains and losses	Fund balances carried forward
	£	£	£	£	£	£
<b>Unrestricted Funds</b>						
General Fund	-	8,803,907	(8,803,907)	-	-	-
<b>Designated Funds</b>						
Tangible Fixed Assets	19,956,830	5,039	(215,337)	614	-	<b>19,747,146</b>
Funding for Capital Projects	41,000	-	-	(614)	-	<b>40,386</b>
<b>Restricted Funds (Note 14)</b>	-	108,330	(98,330)	-	-	<b>10,000</b>
<b>Permanent Endowment</b>	31,631,205	1,262,815	(1,262,815)	-	325,917	<b>31,957,122</b>
<b>Expendable Endowment</b>	747,238	20,185	(20,185)	-	5,229	<b>752,467</b>
<b>Total Funds</b>	<b>52,376,273</b>	<b>10,200,276</b>	<b>(10,400,574)</b>	<b>-</b>	<b>331,146</b>	<b>52,507,121</b>

#### Notes to the Funds

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

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

**Funding for Capital Projects** - As part of an Open Spaces wide Fleet Management project a disposal exercise of redundant fleet and equipment was undertaken in 2016/17. It was agreed to use the income raised to fund energy efficiency improvement works. £41,000 was transferred into reserve as at 31 March 2017 to install photovoltaic energy panels at the Lido, Hampstead Heath. £614 was utilised in 2017/18.

#### **Restricted Funds**

##### • **Parliament Hill Outdoor Gym Project**

The sum of £10,000 was received in 2017/18 from London Borough of Camden (Sports and Physical Activity Service) for creation of a new outdoor gym at Parliament Hill. It is anticipated this will be spent in 2018/19.

##### • **City Bridge Trust**

Funding from City Bridge Trust towards an environmental learning programme designed to improve London's engagement and sense of wellbeing with respect to green spaces; as well as a sector – specific evaluation. A grant of £98,330 was given by the City Bridge Trust in 2017/18. 2017/18 was the second year of this three year grant. (2016/17 £55,361)

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

#### 14. Consolidated Movement of Funds during the year to 31 March 2018 (continued)

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

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

#### Hampstead Heath Movement of Funds during the year to 31 March 2018

	Fund balances brought forward	Income	Expenditure	Transfers	Fund balances carried forward
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General Fund	-	8,803,907	(8,803,907)	-	-
<b>Designated Funds</b>					
Tangible Fixed Assets	19,956,830	5,039	(215,337)	614	<b>19,747,146</b>
Funding for Capital Projects	41,000	-	-	(614)	<b>40,386</b>
<b>Restricted Funds</b>	-	108,330	(98,330)	-	<b>10,000</b>
<b>Total Funds</b>	<b>19,997,830</b>	<b>8,917,276</b>	<b>(9,117,574)</b>	<b>-</b>	<b>19,797,532</b>

#### 15. Contingent Liabilities

No disclosable contingent liabilities have been identified.

#### 16. Related Party Transactions

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under “Expenditure on charitable activities” and an explanation of these services is set out in Note 6 for support costs of £1,252,974 (2016/17: £1,146,419). The City of London Corporation’s City’s Cash meets the deficit on running expenses of the charity. This amounted to £6,119,800 (2016/17: £11,993,131) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable trusts. These trusts do not undertake transactions with Hampstead Heath, with the exception of the Hampstead Heath Trust, Keats House (charity number 1053381) and the City Bridge Trust (charity number 1035628). Hampstead Heath benefits from the income from the Hampstead Heath Trust (charity 803392-1).

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2018

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

By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund, the purpose of which is to meet a proportion of the maintenance cost of the Heath. Contributions are assessed on a triennial basis and increased annually in accordance with the average earnings index. This income is shown as income in the statement of financial activities. A full list of other charitable trusts of which the City of London Corporation is Trustee is available on application to the Chamberlain of the City of London.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances. Investment income of £1,283,000 was earned during the year (2016/17: £1,326,856).

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

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

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

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park	28/112018
<b>Subject:</b> Highgate Wood & Queen's Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2018	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Derek Cobbing	

### Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2018 for Highgate Wood and Queen's Park are presented in the format required by the Charity Commission.

### Recommendation(s)

Members are asked to:

- Note the report.

### Main Report

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

## Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31<sup>st</sup> March 2018

Derek Cobbing  
Chamberlains department

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***HIGHGATE WOOD AND QUEEN'S PARK KILBURN***

***REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2018***

**Charity Number: 232986**

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual Report and Financial Statements for the year ended 31 March 2018

<b>Contents</b>	<b>Page</b>
Trustee's Annual Report	2-8
Independent Auditor's Report	9-11
Statement of Financial Activities	12
Balance Sheet	13
Notes to the Financial Statements	14-24

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN Trustee's Annual report for the year ended 31 March 2018

## 1. Reference and Administration Details

Charity Name:	Highgate Wood and Queen's Park Kilburn
Registered Charity Number:	232986
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The City of London Corporation
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	Moore Stephens LLP 150 Aldersgate Street London EC1A 4AB

## 2. Structure, Governance and Management

### The governing document

The governing document is the Highgate and Kilburn Open Spaces Act 1886. The charity is constituted as a charitable trust.

### Trustee Selection methods

The City of London Corporation (i.e. the Mayor, Commonalty and Citizens of London) is the Trustee of Highgate Wood and Queen's Park Kilburn. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee governing Highgate Wood and Queen's Park Kilburn by the Court of Common Council of the City of London Corporation.

### Policies and procedures for the induction and training of Trustee

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

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2018

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

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

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

The Charity Governance Code was published in July 2017. The Trustee is supportive of the Code and its aim to assist in the development of high standards of governance throughout the charity sector. At this early point after the release of the Code, the Trustee is currently considering application of the recommended practice to the work of the Highgate Wood and Queens Park charity.

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

Details of any related party transactions are disclosed in Note 15 of the Notes to the Financial Statements.

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

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

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

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

#### **Risk identification**

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

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

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

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2018

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

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

There are 9 risks which have been identified as affecting all the Open Spaces of which 8 relate to the "green spaces". These are:

- Animal, Plant and Tree Diseases;
- Extreme weather;
- Poor repair and maintenance of buildings;
- Impact of Housing/Highways Development;
- Ensuring the health and safety of staff, contractors and the public;
- Maintaining the City's water bodies;
- IT System Failure; and
- Reputational Risk Associated with Efficiency Changes

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

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

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

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

Lands were transferred to the City of London Corporation under the powers conferred by the Highgate and Kilburn Open Spaces Act 1886. The purpose of the charity is the maintenance and preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park Kilburn as Public Parks or Open Spaces, for the use by the public for exercise and recreation.

This charity is operated as a separate legal entity consolidated into the City of London Corporation's City's Cash. The City of London Corporation is committed to funding the ongoing net operational costs of the charity in accordance with the purpose, as stated above.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2018

### 4. Achievements and Performance

#### Key Targets for 2017/18 and review of achievement were:

##### The aims for 2017/18 for Highgate Wood are:

- Development of a new conservation area to ensure future regeneration of keystone tree species.  
*The conservation area has been developed and is progressing positively. Many staff across the division participated in the initial phase of the works, making this an inclusive project.*
- Development of a Woodland Management Plan.  
*The Woodland Management Plan has been developed and the key actions will form an important part of the annual work programme for the site.*
- Completion of Play Area safety surfacing.  
*The Play Area safety surfacing is in place and has been well received by visitors.*

##### The aims for 2017/18 for Queen's Park are:

- Implementation of the Woodland Walk Management Plan.  
*The Woodland Walk Management Plan has been implemented and work to support this is included in the annual work plan for the site.*
- Tennis Court refurbishment programme.  
*A number of the Tennis courts have been refurbished and the remaining ones will be refurbished in the coming year. The Tennis courts continue to be a popular facility at the site.*
- Develop a vision for the Farm at Queens Park to ensure that it is a sustainable facility.  
*The vision for the farm has been developed and the improvement plans form part of the Divisional Plan.*
- Produce a design for the sandpit at Queen Park and carry out engagement and consultation with stakeholders.  
*A design has been developed and engagement and consultation has been carried out. As a result, this project has been amended to further include improvements to the adjacent toilets and will form part of the 2018/19 priorities.*

##### The aims for 2017/18 for Highgate Wood and Queen's Park are:

- City of London (Open Spaces) Bill – Parliamentary process now continues into 2017/18.  
*The Bill received Royal Assent in early March 2018, and a range of work will now be taking place to deliver the projects with which this will assist*

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

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2018

### 5. Financial Review

#### Review of financial position

Investment income received of £5,519 (2016/17: £5,798), income from other grants, reimbursements and contributions was nil (2016/17: £1,000), from donations £1,726 (2016/17: £2,001). Income from Charitable Activities comprised sales of products and materials nil (2016/17: £2,600), fees and charges £95,227 (2016/17: £78,101), and rental income £66,657 (2016/17: £94,266). The contribution towards the running costs of the charity amounted to £1,339,730 (2016/17: £1,217,608). This net cost was met by the City of London Corporation's City's Cash.

The land and original buildings integral to the operation of the charity are deemed to have been historically held in trust by this charity and the financial statements reflect this. These original assets of this open space are treated as heritage assets.

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

#### Reserves Policy

The charity is wholly supported by the City of London Corporation which is committed to maintaining and preserving Highgate Wood and Queen's Park Kilburn out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. The charity also has a designated fund and the details are set out in Note 14 of the Notes to the financial statements.

#### Investment Policy

The charity's investments are held in units of the City of London Charities Pool. The investment policy of the Charities Pool is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool are available from the Chamberlain of London.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management Limited and the performance of the fund is measured against the Fund manager benchmark (FTSE All Share Index).

As at 31 March 2018 the Fund achieved a return of +4.28% compared to the FTSE All Share Index return of +1.25%, an out-performance of 3.03%. Over three and five years the fund has outperformed the index as follows:

	<b>3 Years</b>	<b>5 Years</b>
Fund	5.97%	7.96%
FTSE All Share	5.86%	6.59%
Out performance	0.11%	1.37%

#### Going Concern

The Trustee considers the Trust to be a going concern. Please see Note 1(b) to the Financial Statements.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2018

### 6. Plans for Future Periods

#### **The aims for 2018/19 for Highgate Wood are:**

- Continued development and review of the new conservation area to ensure future regeneration of keystone tree species.
- Implementation of the Woodland Management Plan.
- Tree Tree management and health work, including disease control for OPM and Masaria.

#### **The aims for 2018/19 for Queen's Park are:**

- Tennis Court refurbishment programme.
- Development and delivery of plans for the Farm at Queen's Park in order provide to a sustainable facility.
- Develop plans in order to deliver improvements the sandpit and adjacent toilet block at Queen Park, carrying out effective communication and engagement with stakeholders.

#### **The aims for 2018/19 for Highgate Wood and Queen's Park are:**

- Development of policies and procedures linked to the City of London (Open Spaces) Bill, including an Events Policy.

### 7. The Financial Statements

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

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

### 8. Statement of Trustee's Responsibilities

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

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Trustee's Annual report for the year ended 31 March 2018**

**8. Statement of Trustee's Responsibilities (continued)**

The law applicable to charities in England & Wales requires the Trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing these financial statements, the Trustee is required to:

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

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

**9. Adopted and signed for on behalf of the Trustee on 13 November 2018.**

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

Jamie Ingham Clark  
Deputy Chairman of  
Finance Committee  
Guildhall, London

# **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN**

## **Opinion**

We have audited the financial statements of Highgate Wood and Queen's Park Kilburn for the year ended 31 March 2018 which comprise the Statement of Financial Activities, Balance Sheet, and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustee's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustee has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## **Other information**

The trustee is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN (CONTINUED)**

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

### **Responsibilities of the trustee**

As explained more fully in the Trustee's Responsibilities Statement set out on pages 7-8, the trustee is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustee is responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustee either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Councils website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN (CONTINUED)

### Use of our report

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

Heather Wheelhouse, *Senior Statutory Auditor*

For and on behalf of Moore Stephens LLP, Statutory Auditor

150 Aldersgate Street

London

EC1A 4AB

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

Date: 13 November 2018

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Statement of Financial Activities for the year ended 31 March 2018**

	Notes	Unrestricted Funds		2017/18	2016/17
		General Fund	Designated Fund		
		£	£	£	£
<b>Income and endowments from:</b>					
Income from:					
Donations and Legacies		1,726	-	<b>1,726</b>	3,001
Charitable Activities		161,884	-	<b>161,884</b>	174,967
Grant from City of London Corporation		1,339,730	-	<b>1,339,730</b>	1,217,608
Investments		5,519	-	<b>5,519</b>	5,798
<b>Total</b>	4	<b>1,508,859</b>	<b>-</b>	<b>1,508,859</b>	1,401,374
<b>Expenditure on:</b>					
Charitable activities		1,508,859	16,487	<b>1,525,346</b>	1,417,861
<b>Total</b>	5	<b>1,508,859</b>	<b>16,487</b>	<b>1,525,346</b>	1,417,861
Net gain on investments	10	1,498	-	<b>1,498</b>	17,495
<b>Net income/(expenditure)</b>		<b>1,498</b>	<b>(16,487)</b>	<b>(14,989)</b>	1,008
		-	-	-	-
<b>Net movement in funds</b>		<b>1,498</b>	<b>(16,487)</b>	<b>(14,989)</b>	1,008
<b>Reconciliation of funds</b>					
Total funds brought forward		163,308	218,984	<b>382,292</b>	381,284
<b>Total funds carried forward</b>	13	<b>164,806</b>	<b>202,497</b>	<b>367,303</b>	382,292

All operations are continuing.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Balance Sheet as at 31 March 2018

	Notes	2018	2017
		£	£
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	202,497	218,984
Investments – 18,728 Charities Pool Units	10	164,806	163,308
		<u>367,303</u>	<u>382,292</u>
<b>Current Assets</b>			
Debtors	11	6,976	48,677
Cash		113,663	144,091
		<u>120,639</u>	<u>192,768</u>
<b>Creditors: Amounts falling due within one year</b>	12	<b>(120,639)</b>	<b>(192,768)</b>
<b>Net Current Assets</b>		<u>-</u>	<u>-</u>
<b>Total Assets less Current Liabilities</b>		<u>367,303</u>	<u>382,292</u>
<b>The Funds of the Charity</b>			
<i>Unrestricted Income Funds</i>			
General Fund	13	164,806	163,308
Designated Funds	13	202,497	218,984
<b>Total Charity Funds</b>		<u>367,303</u>	<u>382,292</u>

Approved and signed for and on behalf of the Trustee

The Notes at pages 14-24 form part of these accounts.

---

Dr Peter Kane  
Chamberlain of London  
13 November 2018

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Notes to the Financial Statements for the year ended 31 March 2018

### 1. Accounting Policies

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

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

Highgate Wood and Queen's Park Kilburn are a public benefit entity and the financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005, which has since been withdrawn.

#### *(b) Going Concern*

The governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is updated from City's Cash. The latest forecast for the period to 2020/21 anticipates that adequate funding will be available to enable the Trust to continue to fulfil its obligations. On this basis the Trustee considers the Trust to be a going concern for the foreseeable future, therefore has prepared the financial statements on the going concern basis.

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

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2018 which is publicly available and can be found at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk).

#### *(d) Fixed Assets*

##### *Heritage Land and Associated Buildings*

Highgate Wood and Queen's Park Kilburn comprise 315 hectares (780 acres) of land, together with associated buildings, located in the North London boroughs of Haringey and Brent respectively. The objectives of the charity are the maintenance and the preservation of Highgate Wood and Queen's Park Kilburn in perpetuity for the recreation and enjoyment of the public. Highgate Wood and Queen's Park Kilburn are considered to be inalienable (i.e. may not be disposed of without specific statutory powers). Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

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

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**1. Accounting Policies (continued)**

**(d) Fixed Assets (Continued)**

***Tangible Fixed Assets***

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

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Infrastructure	up to 20

**(e) Recognition of capital expenditure**

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

**(f) Managed Investments**

Investments are made in the City of London Charities Pool which is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The unrealised gain on investments at the balance sheet date is included in the Trust's funds.

**(g) Income Recognition**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

**(h) Investment Income**

Investment income consists of distributions from the Charities Pool and interest receivable on cash balances.

**(i) Volunteers**

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

**(j) Grants receivable**

Income from grants is recognised when there is evidence of entitlement to the grant, receipt is probable and its amount can be measured reliably. To this end, evidence of entitlement is assumed to exist when the formal offer of funding is communicated in writing to the Charity. Where there is a performance condition attached to the grant, entitlement is only recognised when the conditions have been met.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Notes to the Financial Statements for the year ended 31 March 2018

### 1. Accounting Policies (continued)

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

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides grant funding for certain capital works and this income is recognised in the Statement of Financial Activities when it is due from the City of London Corporation's City's Cash.

#### **(l) Rental income**

Rental income is included within charitable activity income for the year under Income and Endowments

#### **(m) Expenditure Recognition**

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

#### **(n) Allocation of costs between different activities**

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

#### **(o) Pension Costs**

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £592.6m as at 31 March 2018 (£597.9m as at 31 March 2017). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's Trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. A triennial valuation was undertaken as of 31 March 2016 and as a result the employer's contribution rate to be adopted for the financial years 2017/18, 2018/19 and 2019/20 has been set at 21%. There are no outstanding or pre-paid contributions at the balance sheet date (16/17: 17.5%).

#### **(p) Fund Accounting**

The Trust may, at the Trustee's discretion, set aside funds, which would otherwise form part of general funds, for particular purposes. These funds are known as designated funds. The purposes of these funds are described in Note 13 to the accounts.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**2. Tax Status of the Charity**

Highgate Wood and Queen's Park Kilburn is a registered charity and as such its charitable income and gains are exempt from income tax to the extent that they are applied to its charitable objectives.

**3. Indemnity Insurance**

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

**4. Income and Endowments**

Income and Endowments are comprised as follows:

	2017/18 £	2016/17 £
<b>Income and endowments</b>		
<b>Donations and Legacies</b>		
Other Grants, Reimbursements and Contributions	-	1,000
Donations	1,726	2,001
Interest	5,519	5,798
<b>Total</b>	<b>7,245</b>	<b>8,799</b>
<b>Charitable activities</b>		
Sales of products or materials	-	2,600
Fees and charges	95,227	78,101
Rental income	66,657	94,266
<b>Total</b>	<b>161,884</b>	<b>174,967</b>
Grant from the City of London Corporation	1,339,730	1,217,608
<b>Total Income and Endowments</b>	<b>1,508,859</b>	<b>1,401,374</b>

**Fees and charges**

The fees and charges income relates to income received for use of sports facilities, sports tuition fees and charges for filming within the open spaces.

**Grant from City of London Corporation**

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

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**5. Expenditure**

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

	Activities undertaken directly £	Support costs £	2017/18 £	2016/17 £
Charitable activities	1,327,734	197,612	<b>1,525,346</b>	1,417,861

No resources are expended by third parties to undertake charitable work on behalf of the charity.

**Charitable activities**

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred as the running costs of Highgate Wood and Queen's Park Kilburn.

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

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

*Trustee's expenses*

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the City. However, Members may claim travelling expenses in respect of activities outside the City and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses have been claimed in the year (2016/17: nil).

**6. Support Costs**

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

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**6. Support Costs (continued)**

Support costs allocated by the City of London Corporation to the charitable activity are derived as follows:

	2017/18	2016/17
	£	£
<b>Department</b>		
Chamberlain	<b>28,147</b>	22,349
Comptroller & City Solicitor	<b>15,944</b>	7,484
Open Spaces Directorate	<b>19,953</b>	29,550
Town Clerk	<b>41,134</b>	41,340
City Surveyor	<b>34,649</b>	23,327
Information Systems	<b>47,818</b>	42,129
Other governance and support costs	<b>9,967</b>	9,896
<b>Total support costs</b>	<b>197,612</b>	176,075

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

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

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

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

**Town Clerk**      Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.

**City Surveyor**      Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.

**Information Systems**      The support and operation of the City of London Corporation's central and corporate systems on the basis of usage of the systems; the provision of "desktop" and network support services and small IS development projects that might be required by the charity.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**6. Support Costs (continued)**

**Other governance costs** Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.

**7. Staff Numbers and Costs**

The average actual number of staff employed by the City of London Corporation charged to Highgate Wood and Queen's Park Kilburn in 2017/18 is 19 (2016/17: 18) at a cost of £797,813 (2016/17: £738,240). The table below sets out the employment costs and the number of average actual staff charged directly to the charity.

	No of employees	Gross Pay £	Employer's National Insurance £	Employer's Pension Contribution £	Total £
2017/18 Charitable activities	19	626,017	60,382	111,414	<b>797,813</b>
2016/17 Charitable activities	18	588,785	59,191	90,264	<b>738,240</b>

There were no employees whose total employee benefits were above the £60,000 threshold (2016/17 nil).

The Trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £5,536 in 2017/18 (2016/17: £7,909). Trustees are unpaid and do not receive allowances.

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

**8. Heritage Assets**

Since 1886 the primary purpose of the Charity has been the preservation of Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public. As set out in Note 1(d), the original heritage land and buildings are not recognised in the Financial Statements.

Policies for the preservation and management of Highgate Wood and Queen's Park Kilburn are contained in the Highgate Wood and Queen's Park Kilburn Management Plan 2010. Records of heritage assets owned and maintained by Highgate Wood and Queen's Park Kilburn can be obtained from the Director of Open Spaces at the principal address as set out on page 2.

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

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**9. Tangible Fixed Assets**

At 31 March 2018 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £202,497 (31 March 2016 £218,984) as set out below.

	Land and Buildings £	Infrastructure £	Total £
<b><u>Cost</u></b>			
Balance at 31 March 2017	166,388	257,130	<b>423,518</b>
Additions	-	-	-
<b>At 31 March 2018</b>	166,388	257,130	<b>423,518</b>
<b><u>Accumulated depreciation</u></b>			
Balance at 31 March 2018	39,429	165,105	<b>204,534</b>
Charge for year	3,341	13,146	<b>16,487</b>
<b>At 31 March 2018</b>	42,770	178,251	<b>221,021</b>
<b><u>Net book values</u></b>			
<b>At 31 March 2018</b>	123,618	78,879	<b>202,497</b>
At 31 March 2017	126,959	92,025	<b>218,984</b>

**10. Fixed Asset Investments**

The investments are held in the City of London Corporation Charities Pool as a registered UK charity with the Charities Commission (charity number 1021138) and are used internally by the City of London Corporation as a Unit trust.

The value of investments held by the charity is as follows:

	General Fund £	<b>2018</b> £	2017 £
Market Value 1 April	163,308	<b>163,308</b>	145,813
Acquisitions	-	-	-
Gain for the year	1,498	<b>1,498</b>	17,495
<b>Market Value 31 March</b>	164,806	<b>164,806</b>	163,308
<b>Cost 31 March</b>	107,254	<b>107,254</b>	107,254
Units in Charities Pool	18,728	<b>18,728</b>	18,728

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**10. Fixed Asset Investments (continued)**

The majority of the surplus funds are invested with the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust.

The Charities Pool is a UK registered unit trust.

The geographical spread of listed investments at 31 March was as follows:

	<b>2018</b> £	2017 £
Equities		
UK	<b>128,614</b>	127,139
Overseas	<b>20,199</b>	22,974
Bonds – UK & Overseas	<b>1,066</b>	898
Pooled Units - UK	<b>11,192</b>	8,092
Cash held by Fund Manager	<b>3,735</b>	4,205
<b>Total Funds</b>	<b>164,806</b>	163,308

**11. Debtors**

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

	<b>2018</b> £	2017 £
Rental Debtors	-	15,987
Other Debtors	<b>1,774</b>	3,605
Payments in Advance	<b>5,202</b>	5,017
Recoverable VAT	-	24,068
<b>Total at 31 March</b>	<b>6,976</b>	<b>48,677</b>

**12. Creditors**

Creditors consist of amounts owing by the charity due within one year.

	<b>2018</b> £	2017 £
Trade Creditors	<b>2,806</b>	77,196
Accruals	<b>57,008</b>	61,033
Other Creditors	<b>30,187</b>	676
Rent Deposits	<b>19,694</b>	47,194
Receipts in Advance	<b>10,944</b>	6,669
<b>Total at 31 March</b>	<b>120,639</b>	192,768

There was a change of lease at both the Highgate Wood Refreshment Pavilion and Queens Park Refreshment Pavilion during 2017/18 resulting in a movement on rent deposits.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2018**

**13. Highgate Wood and Queen's Park Kilburn Analysis of Net Assets by Fund at 31 March 2018**

	Unrestricted Funds		2018	2017
	General Fund	Designated Fund		
<b>Fixes Assets</b>	£	£	£	£
Tangible Fixed Assets	-	202,497	<b>202,497</b>	218,984
Investments	164,806	-	<b>164,806</b>	163,308
<b>Total Fixed Assets</b>	164,806	202,497	<b>367,303</b>	382,292
Current Assets	120,639	-	<b>120,639</b>	192,768
Current Liabilities	(120,639)	-	<b>(120,639)</b>	(192,768)
<b>Total Net Assets</b>	164,806	202,497	<b>367,303</b>	382,292

**14. Movement of Funds during the year to 31 March 2018**

	Fund Balances Brought Forward £	Income £	Expenditure £	Gains and Losses £	Fund Balances Carried Forward £
<b>Unrestricted Funds</b>					
<i>General Funds</i>					
Investments	163,308	1,525,346	(1,525,346)	1,498	<b>164,806</b>
	163,308	1,525,346	(1,525,346)	1,498	<b>164,806</b>
<i>Designated Funds</i>					
Capital Adjustment Account	218,984	-	(16,487)	-	<b>202,497</b>
	218,984	-	(16,487)	-	<b>202,497</b>
<b>Total Unrestricted Funds</b>	382,292	1,525,346	(1,541,833)	1,498	<b>367,303</b>
<b>Total Funds</b>	382,292	1,525,346	(1,541,833)	1,498	<b>367,303</b>

## HIGHGATE WOOD AND QUEEN'S PARK KILBURN

### Notes to the Financial Statements for the year ended 31 March 2018

#### 14. Movement of Funds during the year to 31 March 2018 (continued)

##### Notes to the funds

##### *Unrestricted funds*

##### 1) *General funds*

General fund - the operating deficit of the charity is financed by the City of London Corporation. The balance consists of Charities Pool units following the transfer of the assets from the Ward's People's Recreation Ground Fund to Highgate Wood and Queen's Park Kilburn on 10 August 2011. The income from the units is transferred to the running costs of Highgate Wood and Queens Park.

##### 2) *Designated funds*

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

#### 15. Related Party Transactions

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under "Expenditure" and an explanation of these services is set out in Note 6 for support costs of £197,612 (2016/17: £176,075). The City of London Corporation's City's Cash meets the deficit on running expenses of the charity. This amounted to £1,339,730 (2016/17: £1,217,608) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable trusts. These trusts do not undertake transactions with Highgate Wood and Queen's Park Kilburn. A full list of other charitable trusts of which the City of London Corporation is Trustee is available on application to the Chamberlain of the City of London.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances. Investment income of £5,519 was earned during the year (2016/17: £5,798).

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

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

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

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

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