



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

**Date:** WEDNESDAY, 11 SEPTEMBER 2019

**Time:** 3.00 pm

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

**Members:** Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Mark Bostock  
Deputy David Bradshaw  
Alderman Prem Goyal  
Michael Hudson  
Alderman Gregory Jones QC  
Wendy Mead  
Ruby Sayed  
Deputy John Tomlinson  
William Upton QC  
John Beyer (Heath & Hampstead Society)  
Councillor Richard Cornelius (London Borough of Barnet)  
Sam Cooper (English Heritage)  
Rachel Evans (Royal Society for the Protection of Birds)  
Councillor Thomas Gardiner (London Borough of Camden)  
Adeline Siew Yin Au (Ramblers' Association)  
Graeme Doshi-Smith (Ex-Officio Member)  
Oliver Sells QC (Ex-Officio Member)

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

**Refreshments available before the meeting at 2.45pm**  
**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 last meeting held on 5 June 2019.  
**For Decision**  
(Pages 1 - 14)
4. **OUTSTANDING ACTIONS**  
Report of the Town Clerk.  
**For Information**  
(Pages 15 - 16)
5. **HAMPSTEAD HEATH CONSULTATIVE COMMITTEE MINUTES**  
To receive the draft public minutes of the Hampstead Heath Consultative Committee meeting held on 8 July 2019.  
**For Information**  
(Pages 17 - 28)
6. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 29 - 38)
7. **LARGE & MAJOR EVENT APPLICATIONS FOR HAMPSTEAD HEATH**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 39 - 46)
8. **HIGHGATE WOOD AND QUEEN'S PARK CAFÉ UPDATE**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 47 - 50)
9. **ANNUAL UPDATE**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 51 - 58)
10. **BREXIT PLANNING**  
The Director of Open Spaces to be heard.  
**For Information**

11. **THREE-YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S 'GREEN SPACES, LEARNING PLACES' PROGRAMME**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 59 - 96)
12. **CYCLICAL WORKS PROGRAMME BID - 2020/21**  
Report of the City Surveyor.  
**For Information**  
(Pages 97 - 104)
13. **OPEN SPACES DEPARTMENTAL BUSINESS PLAN 2018/19 - YEAR END PERFORMANCE REPORT**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 105 - 120)
14. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **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**

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

17. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the last meeting held on 5 June 2019.  
**For Decision**  
(Pages 121 - 122)
18. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Wednesday, 5 June 2019**

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 June 2019 at 4.00 pm

### **Present**

#### **Members:**

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chair)  
Mark Bostock  
Deputy David Bradshaw  
Alderman Prem Goyal  
Michael Hudson  
Alderman Gregory Jones QC  
Ruby Sayed  
Deputy John Tomlinson  
William Upton QC  
John Beyer (Heath & Hampstead Society)  
Sam Cooper (English Heritage)

#### **Officers:**

Declan Gallagher	- Operational Services Manager
Richard Gentry	- Constabulary and Queen's Park Manager
Paul Maskell	- Leisure and Events Manager
Kate Radusin	- PA to Superintendent of Hampstead Heath
Leanne Murphy	- Town Clerk's Department
Carl Locsin	- Media Team, Town Clerk's Department
Gerry Kiefer	- Business Manager, Open Spaces Department
Kate Smith	- Head of Corporate Strategy & Performance, Town Clerk's Department
Andrew Carter	- Director of Community & Children's Services
Marcus Roberts	- Head of Strategy & Performance, Community & Children's Services
Alison Elam	- Group Accountant, Chamberlain's Department
Martin Falder	- PA to the Director of Open Spaces
Dr Jeremy Ashbee	- English Heritage
Sir John Holmes	- Humanitarian Policy Group, Overseas Development Institute
Victoria Metcalfe	- Humanitarian Policy Group, Overseas Development Institute

### **1. APOLOGIES**

Apologies were received from Wendy Mead, Rachel Evans, Councillor Thomas Gardiner, Councillor Melvin Cohen, Oliver Sells QC, Graeme Smith and Adeline Siew Yin Au.

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

There was one declaration from Sam Cooper who stated that he was an employee of English Heritage and could have a perceived conflict in respect of item 10a regarding the proposed Humanitarian Aid Memorial Design at Kenwood House.

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

Members received the Order of the Court of Common Council dated 25 April 2019 appointing the Committee and approving its terms of reference.

The Town Clerk noted that Stuart Fraser had since retired from Court but would remain listed on the Order as this could not be changed once issued for the year.

A Member noted that the constitution of the Committee listed a number of local bodies and local interest groups of relevance that required representation on the Committee and felt that a representative for disability should also be included within the terms of reference.

Members were advised that the constitution was defined by statute and, whilst someone could be co-opted onto the Committee, it might not be possible for the constitution to be changed as this was set by the London Government Reorganisation (Hampstead Heath) Order 1989. The Town Clerk agreed to investigate the Order and seek legal advice regarding representation of protected groups.

4. **ELECTION OF CHAIRMAN**

In accordance with Standing Order No.29, the Committee proceeded to elect a Chairman for the ensuing year. The Town Clerk read a list of Members eligible to stand and Karina Dostalova, being the only Member expressing their willingness to serve, was duly elected as Chairman.

The Chairman thanked Members for their support and took the opportunity to thank Stuart Fraser for his contribution to the Committee during his tenure.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. The Town Clerk read a list of Members eligible to stand and Anne Fairweather, being the only Member expressing their willingness to serve, was duly elected as Deputy Chairman.

6. **MINUTES**

**RESOLVED**, that the public minutes of the meeting held on 13 March 2019 were approved as a correct record subject to an amendment on page 6.

7. **ACTION SHEET**

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

Members were advised that action 1 was complete as a representative for physical disability had been identified and had joined the HHCC.

With regards to action 2, the Chairman advised that the request to change to the Committee's Terms of Reference to include an Alderman was turned down by the General Purposes Committee of Alderman.

The Superintendent noted that action 3 referred to Kenwood House not Keats House.

Members were advised that action 4 would be carried forward to the September meeting.

## **8. OTHER MINUTES**

### **8.1 Hampstead Heath Consultative Committee**

The draft public minutes of the Hampstead Heath Consultative Committee meeting held on 29 April 2019 were received.

### **8.2 Highgate Wood Consultative Group**

The draft public minutes of the Highgate Wood Consultative Group meeting held on 3 April 2019 were received.

### **8.3 Queen's Park Consultative Group**

The draft public minutes of the Queen's Park Consultative Group meeting held on 27 March 2019 were received.

The Chairman noted a typo advising that 9,000 volunteers did not attend the Volunteers Reception which would be updated.

## **9. APPOINTMENTS TO COMMITTEES 2019/20**

Members considered a report of the Town Clerk regarding appointments to Committees and Groups for 2019/20.

### **RESOLVED, that:-**

- The terms of reference and composition of the Hampstead Heath Consultative Committee be noted;
- The terms of reference and composition of both the Highgate Wood Consultative Group and the Queen's Park Consultative Group be approved;
- The Chairman and Deputy Chairman to be appointed to the Hampstead Heath Consultative Committee.
- John Tomlinson be appointed to the Highgate Wood Consultative Group, and the further two vacancies be deferred until the next meeting of the Grand Committee for appointment;
- Ruby Sayed be appointed to the Queen's Park Consultative Group, and the further two vacancies be deferred until the next meeting of the Grand Committee for appointment;

- John Tomlinson be appointed to serve on the Keats House Consultative Committee with the Chairman to also attend in an ex officio capacity;
- The decision to appoint a local representative to observe meetings of the Open Spaces and City Gardens Committee be deferred until the next meeting of the Grand Committee.

#### 10. **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:

- The Chairman was sad to inform Members that there had been an incident over the weekend resulting in the fatality of a man at the Highgate Men's Bathing Pond. The Committee sent its best wishes and condolences to the family and friends of the deceased and offered their support to the Lifeguards on duty.
- The Superintendent advised that the Men's Pond was closed and would not be reopened until the Metropolitan Police had completed their investigations.

#### **Adventure Playground, Preachers Hill Playground and Vale of Health Playground**

- Members were advised that the concept designs would ensure that the playgrounds remain natural using pebbles and timber. It was noted that CIL funding would be sought for additional play equipment.

#### **Sports**

- Members were advised that the licencing arrangements of the Parliament Hill Bowling Green were changing to an annual licence which had been drafted and would be discussed at a meeting with the Club tomorrow. This change in licensing would allow for the Corporation to make better use of the facility during the winter months when it was not being used by the Clubs.

#### **Mobility scheme**

- In response to a query from a Member regarding the distance from the Lido to the collection point for the mobility scooters, the Superintendent confirmed that the Lido was selected for the scheme as it had dedicated blue-badge parking spaces very close to the Lido. Additionally, Gospel Oak Station, which provides step-free access, was located within a very short distance from the Lido. It was noted that there was no charge for hire, but all users needed to receive instructions of how to use the mobility scooters.

## **Waste & Recycling**

- Members were advised that a pilot would be carried out at Parliament Hill including the trialling of a small number of bins across the more rural parts of the Heath.

## **30<sup>th</sup> Anniversary**

- The Chairman advised Members that an all Court visit to Hampstead Heath had been arranged for 25 June 2019.
- Members were invited to attend an event hosted by the Heath & Hampstead Society to follow the Committee's meeting on 11 September 2019 which would be held at the Heath.

## **Highgate Wood**

- A Member voiced concern that the successful Heritage Lottery Fund (HLF) bid by the Friends of Highgate Roman Kiln (FOHRK) on City land could potentially affect Corporation led HLF bids in the future. The Superintendent advised that this was progressing to a Gateway 3/4 through the Projects Sub Committee who would ensure liaison with other bids.

## **Lido**

- A Member noted that he was made aware of a project costing £140K to repair leaks at the Lido and felt that the Committee should always be made aware of all projects relating to Hampstead Heath, Highgate Wood and Queen's Park. Members were informed that the Committee were always advised of Gateway projects, but the leak issue had been ongoing for five years. The Superintendent agreed to keep Members apprised of ongoing projects.

## **RESOLVED – That:-**

- Members give their views on the Humanitarian Aid Workers Memorial, as detailed in para 13;
- Members approve the Queen's Park Day event (appendix 8), as set out in para 62.

### **10.1 Appendix 1 - Humanitarian Aid Memorial Design**

Members considered the Humanitarian Aid Workers Memorial proposal at the Kenwood Estate and the following comments were made:

- The Chairman welcomed Dr Jeremy Ashbee, Sir John Holmes and Victoria Metcalfe who attended to respond to queries regarding the memorial.

- The Chairman noted that HHCC Members were shown the proposed site for the memorial during its Committee walk on Saturday 27 April and drew Member's attention to the photographs provided in the agenda pack.
- Members were advised that the Heath & Hampstead Society were against the selected site for the memorial on the basis that the 1871 Act guaranteed the protection of the Heath and its fringes. It was noted that the Society had not yet spoken with the press regarding the proposed memorial but that a public campaign would follow should the proposal be allowed to progress.
- It was noted that the HHCC minutes of 29 April 2019 reflected a negative view of the proposal from eight of the societies represented on the Committee; opposition had been further illustrated by correspondence received by the Chairman from the Heath & Hampstead Society, Hampstead Garden Suburb Residents Association and London Wildlife Trust. It was now established practice that the Management Committee would normally follow the advice of the Consultative Committee; the Management Committee should therefore do so and oppose the memorial.
- The Chairman was supportive of the worthy cause but voiced concern that agreeing to the memorial could open the Heath up to requests from other equally worthy causes which would be difficult to manage.
- It was noted that the Corporation regularly made representations against planning applications near to the Heath and the proximity of the memorial to Heath land raised reservations.
- A Member did not feel this was an appropriate site as it clearly affected Heath views despite being within the Kenwood Estate and was not viable for transport or footfall.
- In response to a query regarding revenue, Members were advised that this was not a motivation for the sculpture.
- Members were advised that the monument was a memorial not only to those that had died in humanitarian crises but was a symbol and celebration of vitality and life. This unique memorial would have significant international significance as a piece of work developed by humanitarians worldwide and it was hoped that it would add to the attractions of the Kenwood Estate and Heath with minimal impact to the natural habitat.
- Members questioned why the other sites at Kenwood House were rejected, e.g. Kitchen Gardens which was felt to be a more suitable spot. Members were advised that other locations would be considered but there was a desire for the memorial not to be tucked away. The site was preferred for contemplation, reflection and its views and none of the other options fulfilled this criterion.

- The Chairman concluded that the current position of the Committee was that the proposed site was inappropriate and not supported.

RECEIVED.

**10.2 Appendix 2 - Map of proposed grazing sites**

Members noted the map of the proposed grazing sites.

RECEIVED.

**10.3 Appendix 3 - Open Spaces Learning Team Play Principles**

Members noted the Open Spaces Learning Team Play Principles.

RECEIVED.

**10.4 Appendix 4 - Preachers Hill Playground Concept Design**

Members noted the concept design for the Preachers Hill Playground.

RECEIVED.

**10.5 Appendix 5 - Vale of Health Play Area Concept Design**

Members noted the concept designs for the Vale of Health Playground.

RECEIVED.

**10.6 Appendix 6 - Golders Hill Park Accessible Car Park Consultation Poster**

Members noted the Golders Hill Park Accessible Car Park Consultation Poster.

RECEIVED.

**10.7 Appendix 7 - Golders Hill Park Sensory Walk Poster**

Members noted the Golders Hill Park Sensory Walk Poster.

RECEIVED.

**10.8 Appendix 8 - Queen's Park Event Applications**

Members considered and approved the Queen's Park Event Applications.

RECEIVED.

**11. HIGH-LEVEL ASSET MANAGEMENT PLAN - HAMPSTEAD HEATH 2018-2021**

Members considered a report of the Superintendent of Hampstead Heath regarding the proposed High-Level Asset Management Plan for Hampstead Heath which was developed in conjunction with the City Surveyors Department to ensure the effective use and management of buildings and structures across Hampstead Heath.

The Chairman felt that the word 'retail' should be removed from the third objective concerning the Parliament Hill Fields Review and changed to 'visitor, engagement and education centre'. The Superintendent advised that this objective had already

been changed to 'Heath related retail' to reflect the opportunity to sell books, maps, gifts, cards, and reusable cups, bottles bags etc.

Members discussed the possibility for a Hampstead Heath app or web presence to share information, talks and videos from the space, etc. Members were advised that these ideas had been discussed on numerous occasions by the Chairman of the Open Spaces Committee and had been informed by the IT Department that it was not possible. A Member disagreed and felt that Officers should work to make the website and app happen as it was the will of the Members.

**RESOLVED** – That:-

- Members approve the proposed High-Level Asset Management Plan for Hampstead Heath 2019-2021 (appendix 1) as outlined in para 7.

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

Members considered and approved a report of the Director of Open Spaces concerning the Hampstead Heath, Highgate Wood and Queen's Park Risk Management providing Members with an update on the management of risks undertaken by the Open Spaces Department and the Hampstead Heath, Highgate Wood, and Queen's Park Division.

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**RESOLVED** - *With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to thirty minutes.*  
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**RESOLVED** – That Members:-

- Note the Corporate Risk Matrix (Appendix 1);
- Approve the Hampstead Heath, Highgate Wood and Queen's Park Risk Register (Appendix 2);
- Approve the reduction of OSD NLOS 002 from Amber to Green at Appendix 2;
- Approve the increase of NLOS 006 from Green to Amber at Appendix 2;
- Note the risk history report at Appendix 3.

**13. LARGE & MAJOR EVENT APPLICATIONS FOR HAMPSTEAD HEATH**

Members considered and approved a report of the Superintendent of Hampstead Heath in relation to three large or major events; Zippos Circus, The London Youth Games and the South of England Athletics Association Cross Country Championships.



Members were advised that each of these events has been assessed by the Officer Event Group and considered and supported by the Hampstead Heath Consultative Committee.

**RESOLVED** – That Members:-

- Approve the Zippo's Circus event (appendix 1);
- Approve the London Youth Games event (appendix 2);
- Approve the South of England Athletics Association Cross Country Championships event (appendix 3).

**14. QUEEN'S PARK CAFÉ TENDER TIMELINE**

Members considered and approved a report of the Superintendent of Hampstead Heath concerning the proposed tendering process for the Queen's Park Café.

The Constabulary & Queen's Park Manager confirmed that the current licensee, Urban Leisure Group (ULG), had served notice to terminate their lease ending on 2 October 2019. The process to select a new licensee would follow the same process as last time with a decision made from the anonymised information of all potential businesses.

**RESOLVED** – That Members:-

- Members agree to tender the lease for the Queen's Park Café, as described in paras 9 & 10;
- Members agree the proposed tendering process and timeline, as set out in Para 11.

**15. COL SPORT AND PHYSICAL ACTIVITY STRATEGY 2019-23**

Members considered a report of the Head of Corporate Strategy and Performance concerning the City of London Corporation's Sport and Physical Activity Strategy for 2019-23.

- A Member was very concerned that this was the proposed final version as a number of relevant Committees had not inputted into the Strategy and their Chairmen and Deputy Chairmen had not been properly consulted.
- Members voiced concern over the timelines of the report with the final decision to be taken by the Policy & Resources Committee (P&R) on 4 July 2019. It was felt that the timelines were not appropriate as they would not leave enough time for valuable input from every relevant Committee.
- The Chairman noted that the Strategy covered a significant period of time (2019-23) and therefore the objectives needed to be right.
- The Head of Corporate Strategy and Performance stated that similar comments had been received from other Committees and agreed that the

front page was confusing and based on standard report language. She clarified that whilst the report stated it was 'For Information', this meeting was an opportunity for Members to input into the Strategy.

- Members were advised that two extra informal meetings had been arranged to follow consultation with all Committees: 1) a breakfast briefing chaired by the Chair of Policy & Resources (CPR) on 28 June 2019 whereby all interested parties would be invited to attend and discuss the Strategy and 2) a meeting with experienced co-optees, the Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee, Deputy Chairman of the Epping Forest & Commons Committee and the Chair of the Hampstead Heath Sports Advisory Forum.
- It was noted that the Town Clerk and Assistant Town Clerk had deemed it appropriate to take the final report incorporating all feedback from Committees back to the Public Relations & Economic Development Committee (PRED) for a second round of input before taking it to P&R for a final decision which would now be delayed until September. The report would not be brought back to all Committees.
- The Chairman did not find this approach appropriate and felt that the report should be taken to all relevant Committees again with the fuller content for a second round of consultation. Several Members supported the Chairman's sentiments and questioned the urgency to finalise the Strategy without full consultation.
- It was noted that the Hampstead Heath Sports Advisory Forum met on 10 June 2019 and should be included in the future consultations.
- A Member stated that the Strategy as a whole was broad and vague, but that paragraphs 5b and 5c were ungrammatical and were statements not objectives. He felt that the objectives needed to be measurable and tangible. The Member supported the sentiment of the Corporation's three key outcomes but questioned whether the Corporation supported the business of sport which had huge revenues and international tourism and was not clearly captured within the Strategy. It was noted that Hampstead Heath had links and connections with big sporting teams and hosted international events which should be captured.
- With regards to paragraph 9f, Members requested more detail on the action plan that would support the implementation of the Strategy.
- The Deputy Chair was supportive of a Sport Strategy but felt that Members needed to understand the scope of the Strategy. She noted that the sports facilities across the Corporation's Open Spaces, the provision of sport and the role of these services for London were not addressed in the report along with the different residents that used them. The Chairman agreed these services and interactions needed to be promoted.

- There was concern that the Strategy suggested that the Corporation only carried out hospitality for elite events and did not highlight the significant support of national and international sporting events hosted by the Heath and other City of London Open Spaces, e.g. the English Cross Country events and the Night of 10,000m PB's.
- A Member indicated that the Strategy should refer to the work the City of London Corporation undertakes with other London Boroughs as well as the amazing sporting facilities across the Open Spaces and the support for grass roots sports.
- In relation to paragraph 6, a Member indicated that more detail was needed regarding the City of London Corporation's support for bids across the UK.
- A Member noted there was a background paper listed at the end of the report but felt that further benchmarking was required.
- Members discussed the funding and resourcing implications and the lack of understanding surrounding this. A Member stated that the Finance Committee would not approve additional funding and that Departments were expected to work within their budgets. It was noted that with proper governance and airtime, the Committee could lobby for additional funding. Members indicated that the Strategy needed to determine the priorities for funding and resources taking account of the Fundamental Review.
- In response to queries regarding the new Sports Engagement Manager position, Members were advised that the role was to support sporting events and push the sporting agenda. It was agreed that the job description would be circulated to Members.
- Members requested that the feedback from all Committees be circulated in advance of the breakfast briefing. A Member noted that some Members found it difficult to attend breakfast briefings and requested that written comments on the Strategy also be accepted.
- It was agreed that the Chairman and Deputy Chair would communicate directly with the CPR expressing the Committee's view that the Strategy could not be endorsed as it did not go far enough and to recommend that a second round of consultation with all relevant Committees be included in the process to ensure the Strategy was inclusive and correct.

**RESOLVED** – That the Chairman and Deputy Chair communicate with the Chair of Policy & Resources to express the Committee's view that the Strategy cannot be endorsed and make a recommendation for a second round of consultation with all relevant committees.

**16. REVENUE OUTTURN 2018/19 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

Members considered a joint report of the Chamberlain and Director of Open Spaces comparing the revenue outturn for the services overseen by the Committee in 2018/19 with the final agreed budget for the year.

RECEIVED.

**17. GENDER IDENTITY POLICY**

Members received a report of the Town Clerk and Chief Executive concerning the City of London Corporation's Policy on Gender Identity, and the findings from independent analysis of an online survey conducted in 2018. The following comments were made:

- The Chairman stated that the Policy was publicised with little warning and requested that the Media Team liaise with local Officers to ensure that any potential implications and press issues are addressed prior to the publication of press releases.
- It was noted that there was significant interest and concern being voiced on social media and within the press and it was agreed that it would have been helpful to understand the implications of the situation in advance. Members were reassured that there were 21,000 valid responses to the survey which were largely supportive and that there had been a number of misconceptions shared on social media. It was agreed that a Member Q&A would be circulated.
- To provide clarity, Members were advised that the Policy had been to Chief Officers and the Summit Group before publication and it was their responsibility to inform their teams of policy changes. The Policy was made public in early May and campaigners had only recently used this within the context of the Heath's Bathing Ponds. It was noted that as soon as the Media Team were informed of the media issues at the Heath, two media Officers attended site to help deal with the matter. Members were advised that any queries from the media must be directed straight to the Media Team for a response.
- The Superintendent advised that there were two single sex facilities at the Heath, Kenwood Ladies' Bathing Pond and the Highgate Men's Bathing Pond, which were prone to media attention. This was having a knock-on effect on users of the facilities who were being asked for comments by the media.
- It was noted that a meeting had been arranged with representatives of the swimming groups using the Heath to discuss how to manage the issues. It was noted that the Corporation was offering more training in this area for staff and Members, but this did not cover the practical issues and more clarity was requested.

- A Member felt that staff needed more support. It was agreed clear guidelines were needed to support front facing staff.
- Members were advised that the aim of the Policy was to provide a high-level Corporation-wide strategy with the flexibility to allow individual Departments to incorporate their own specific considerations.
- A Member noted that this was an ongoing issue that had not been resolved as recommendations were still in development. In response to a query asking what the Committee could do to support Chief Officers, the Superintendent confirmed that the Heath's Business Manager was leading on developing values for the Pond to support the strategy noting that it was difficult to have set rules on identity, but that tolerance was key.
- It was noted that the Kenwood Ladies' Pond Association were supportive of this approach.
- The Deputy Chair stated that this was not a new issue and would not go away, the focus was to ensure that that people's individual circumstances were always handled sensitively.
- Members were advised that an update would come to the Committee at the end of summer embedding the Policy and how it would work for the Heath.

**RESOLVED:** That Members:-

- Consider the survey findings;
- Note the Gender Identity Policy and its implications for them.

18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
There were no urgent items.

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

21. **NON-PUBLIC MINUTES**  
**RESOLVED**, that the non-public minutes of the meeting held on 13 March 2019 were approved as a correct record.

22. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There was one question.

**23. 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.

**24. DATE OF NEXT MEETING**

The date of the next meeting on 11 September 2019 was noted.

**The meeting ended at 6.30 pm**

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Chairman

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

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

## Actions Sheet

	Date	Action	Officer responsible	Progress Update
1.	13 March 2019	The Kenwood House General Manager to give a presentation of the events programme consultation meeting feedback, local concerns and how Kenwood addressed them at the next meeting.	Kenwood House General Manager	Presentation at October 2019 meeting
2.	5 June 2019	The Town Clerk to seek legal clarification on including a disability representative as part of the Committee's constitution in its Terms of Reference.	Town Clerk	Update at September 2019 meeting
3.	5 June 2019	The Town Clerk to update the Queen Park Consultative Committee minutes with the correct number of volunteers that attended the Volunteers Reception at Guildhall in January.	Town Clerk	Done
4.	5 June 2019	The Chairman and Deputy Chair to communicate with the CPR re: the Committee's view that the COL's Sport and Physical Activity Strategy 2019-23 could not be endorsed and make a recommendation for a second round of consultation with all relevant committees.	Chairman / Deputy Chair	Update at September 2019 meeting
5.	5 June 2019	The Chairman to write a letter to English Heritage regarding the concerns identified by the Committee re: the proposed Humanitarian Aid Memorial at Kenwood.	Chairman / Town Clerk	Done

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## **HAMPSTEAD HEATH CONSULTATIVE COMMITTEE** **Monday, 8 July 2019**

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, 8 July 2019 at 7.00 pm

### **Present**

#### **Members:**

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chair)  
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)  
John Etheridge (South End Green Association)  
Colin Gregory (Hampstead Garden Suburb Residents' Association)  
Michael Hammerson (Highgate Society)  
Dr Gaye Henson (Marylebone Birdwatching Society)  
Helen Payne (Friends of Kenwood)  
Thomas Radice (Heath and Hampstead Society)  
Susan Rose (Highgate Conservation Area Advisory Committee)  
Steve Ripley (Ramblers' Association)  
Ellen Solomons (Vale of Health Society)  
Ellin Stein (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)  
Richard Sumray (London Council for Recreation and Sport)  
Simon Taylor (Hampstead Rugby Club)  
David Walton (Representative of Clubs using facilities on the Heath)

#### **Officers:**

Bob Warnock	- Superintendent of Hampstead Heath
Jonathan Meares	- Highgate Wood, Conservation & Trees Manager
Declan Gallagher	- Operational Services Manager
Richard Gentry	- Constabulary and Queen's Park Manager
Paul Maskell	- Leisure and Events Manager
Yvette Hughes	- Business Manager
Alison Bunn	- Assistant Director Facilities Management, City Surveyors
Kate Radusin	- PA to Superintendent of Hampstead Heath
Carl Locsin	- Media Team, Town Clerk's Department
Leanne Murphy	- Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from Cindy Galvin, Ray Booth, John Weston, Mathew Frith, Harunur Rashid and Sharlene McGee.

The Chairman began the meeting with a number of notices for the Committee:

- Members were informed of the recent fatality of a swimmer at the Highgate Men's Bathing Pond who sent condolences to the family and friends of the deceased. The Chairman confirmed support had been offered to the Lifeguards and Staff on duty and that a serious incident report had been submitted to the Health and Safety Executive and Charity Commission.
- The Chairman thanked Members for attending the 30<sup>th</sup> Anniversary visit.
- The Chairman congratulated the Heath Staff on the success of the Night of the 10K PBs on Saturday and the efficient clean-up operation that followed.
- The Chairman thanked Staff for attending the Consultative Committee Walk on 6 July, which was very informative.

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 11 February 2019 were approved as a correct record subject to an additional comment concerning the Humanitarian Aid Workers Memorial and a change of wording concerning the resurfacing of the Athletics Track.

4. **ACTIONS SHEET**

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

With regards to action 1, Members were advised that local schools would be approached in early September.

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

The public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) meeting held on 5 June 2019 were received.

A Member (Hampstead Garden Suburb Residents' Association) requested an update on the City of London Corporation's new Sport and Physical Activity Strategy for 2019-23. Members were advised by the Chairman and Deputy Chair that the Strategy had received significant push back from Members at a recent breakfast briefing chaired by the Policy & Resources Committee Chair. A request has been made for a formal Working Group to be set up to discuss the Strategy and for the new Strategy to be brought back to all relevant Committees for approval.

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

The draft public minutes of the Hampstead Heath Sports Advisory Forum meeting held on 10 June 2019 were received.

Members were advised that the Fundamental Review was considered a concern to the Forum who felt that the City Corporation needed to be convinced of the value of its Open Spaces to ensure that important capital works and projects were supported and funded. Members agreed that Open Spaces contributed to a flourishing society and health and wellbeing for all of London which needed to be prioritised.

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

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

### **Green Flag Judging**

- Members were advised that the Heath had been assessed against the Green Flag standards and the results would be published in July 2019.

### **East Heath Car Park (A DP5)**

- Members were advised that the Capital Project had nearly completed Gateway 5 and would be resubmitted on the basis of the Health and Safety implications.

### **Planning**

- **Jack Straws Castle, 2017/2064/P, 2017/2211/L, 2017/2171/P.** The Superintendent advised that an appeal would be heard on 23 July 2019 and that a planning representation had been submitted by the City Corporation.
- **North Fairground Site, 2017/4346/P.** It was noted that this Public Inquiry had been postponed until 3 October 2019.
- **South Fairground Site.** It was noted that this Public Inquiry had been postponed until 20 August 2019.
- **55 Fitzroy Park, 2018/3672/P.** Members were advised that more information had been submitted to the London Borough of Camden by the Applicant but that it still did not provide enough detail about the project.
- **The Water House, Millfield Lane. 2017/3692/P.** The Superintendent advised that a representation had been submitted concerning the construction of a boundary fence.
- **Parliament Hill William Ellis School, 2018/1270/P.** The Superintendent advised that the Operation Services Manager was continuing to participate in the Community Working Group and the project was going well.

- **Jack Straws Castle – change of use application.** The Superintendent advised that a decision would be made on the application in late summer.
- **Athlone House.** The Superintendent advised that a representation had been made against the proposed gate design.

### **Oak Processionary Moth (OPM)**

- Members were advised that the Team had identified 641 nests in 230 trees and work would begin tomorrow to remove nests, focussing on high risk areas. It was noted that technology was now being used to map nests.
- The Superintendent thanked Heath Hands for their continued help with the monitoring of OPM.

### **Grazing**

- Members were advised that Historic England had granted permission for a small trial of grazing 6 sheep within the Tumulus enclosure at the end of August.
- A Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) suggested hosting a welcoming ceremony for the sheep as a good PR exercise for the trial which could also encourage school participation.
- In response to a query concerning fencing and protection of the sheep, the Superintendent stated that there would be double fencing with netting and that staff and volunteers would be permanently on site during the day with the sheep being moved to a secure location at night.

### **Playgrounds**

- The Superintendent advised Members that planning applications were being prepared for the Adventure, Preachers Hill and the Vale of Health Playgrounds.
- It was noted that some additional CIL funding towards the Preachers Hill Playground had been verbally agreed and this was being confirmed.

### **Licencing (A DP 6)**

- Members were advised that a focus group had been set up as part of the engagement and consultation exercise in relation to the dog walkers code of conduct and the personal training code of conduct. The focus group would be held on 4 August 2019 following two pop-up events on 20 July at 9am-12noon and 25 July at 5-8pm.

- A Member (Hampstead Garden Suburb Residents' Association) queried when the Committee would have the opportunity to provide feedback. Members were advised that they could input into any of the public consultations and the Committee would be able to comment on the outcomes in the autumn.
- The Town Clerk agreed to circulate the link to the public consultation to Members.

## **Forest Schools**

- Members were advised that there had been an enquiry from a Forest School to use the Heath on a daily basis. This would be considered through the Events Policy. Members would be consulted by email over the summer.
- A Member (Friends of Kenwood) noted that Into the Woods worked well at Kenwood House with minimal impact.

A Member (Friends of Kenwood) was slightly concerned by how the monetisation, competitiveness and commercialism of the Forest Schools would be perceived by the public and what was the saturation point. Members were advised that Highgate Wood was already at capacity and that this large Forest school application would need a full assessment before an agreement could be made.

- The Deputy Chair noted that local schools also used Open Spaces such as the Heath on top of these schools, which had an impact.
- A Member (Highgate Society) voiced concern that the financial implications of Forest Schools could offer a barrier and limit the diversity and range of schools using the Heath. It was agreed balance was needed between the different schools that used the Heath.

## **Events**

- The Leisure and Events Manger updated Members on a number of recent events:
  - Affordable Art Fair – this event on 12 May 2019 saw a footfall of 15,000 attendees and a 3% increase in art sales.
  - Cancerkin Walk – this event on 9 June 2019 was run by a local charity and included 150 walkers.
  - Spring Bank Holiday Fair – this event took place on 25-27 May 2019.
  - Community Heath Festival – this event on 8 June 2019 was a success with a focus on health and wellbeing.
  - #ThisGirlCan – this event was the second national campaign and saw a slightly higher number of attendees.

- Race for Life – this event on 15 June 2019 has run for 20 years and the 10k race included 1,800 runners.
- Hampstead Summer Festival – Art Fair Day.
- Night of the 10,000m Personal Bests – this event was hugely successful and saw 54 new personal bests being set in Olympic and world qualifying times. It was noted that The Times newspaper dedicated its entire back page to the event.

## **Swimming**

- Members were advised that the good weather during the last weekend in June saw the swimming facilities at maximum capacity which offered significant challenges. The most serious concern was members of the public entering other ponds, which are not Lifeguarded or safe to swim in. It was agreed that the City Corporation needed to rethink the management of these increasingly busy days to ensure visitors remain safe.
- The Chairman stated that there was clear pressure on staff and facilities during the summer months and saw waste as the biggest problem. It was noted that an education piece was being worked on encourage visitors to take their rubbish home with them in an attempt to deal with waste pressures.
- A Member (South End Green Association) noted that foxes and crows, etc, were also ripping up rubbish taken from the open/overflowing bins. The Superintendent stated that new closed bins were currently being trialled at the Heath along with a new waste collection system.
- A Member (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee) suggested signage on bins for busy days. Members were advised that a campaign on litter was coming which would include messaging consistent with the London Borough of Camden.

## **Views**

- In response to a query regarding Heath views, Members were advised that views were being analysed comparing winter and summer to map and identify the impacts. Following this, a report analysing the views would come to the Committee and the results would inform the AWP.

RECEIVED.

### **7.1 Appendix 1- Draft Annual Report 2018-19**

Members considered the Annual Impact Report 2018-2019 and the following comments were made:

- A Member (London Council for Recreation and Sport) stated that the Outcomes were not clear and were more inputs of processes rather than outcomes. He recommended changing the wording to describe what steps were needed to quantify what was trying to be achieved.
- With regards to “A - The Heath is maintained as a flourishing green space and historic landscape”, a Member (Hampstead Garden Suburb Residents' Association) felt that this did not go far enough, and that emphasis needed to be on the natural environment. He felt that it would be helpful for the document to provide a high-level explanation of what is happening to manage the Heath and monitor this to demonstrate what is being achieved.
- Members felt that the survey was old fashioned looking with intrusive questions (particularly questions 4-6) and recommended more subtle and friendly questioning. The Superintendent confirmed that the survey was an early draft but stressed the need for good data to regularly test that the Heath remains inclusive for all users.
- A Member disagreed with the reference to the Heath's thriving aquatic planting and wildflower meadows noting that in recent years since the Ponds Project aquatic planting had become very patchy and that wildflowers were minimal in the grassland. The Superintendent advised that he had reviewed the developing meadows with the Heath's Ecologist and the sward were gradually improving. He confirmed that targeted work was happening at the Heath, e.g. haymaking, to encourage wildflowers. It was agreed the word “improving” would be a more accurate description than “thriving”.
- A Member (Hampstead Garden Suburb Residents' Association) felt that Annual Report was trying to be too scientific. Members were advised that the aim was for the datasets to provide indicators of achieving the Outcomes to measure change. The Superintendent agreed that more work was needed to develop the process and give an evidence-based review.
- In response to a query from a Member (Highgate Society) regarding taking advantage of match funding to monetise the Heath, Members were advised that all tasks were led by the Heath Team.
- A Member (Highgate Society) that a survey question asking the public what the Heath means to them would be beneficial.
- The Deputy Chair suggested including a scale of 1-5 for each question.

**RESOLVED** – That Members give their views on the draft Annual Impact Report 2018/19 (appendix 1).

## 7.2 **Appendix 2 - Hampstead Heath Measurement Framework**

Members considered the Hampstead Heath Measurement Framework and the following comments were made:

- A Member (Highgate Society) noted that some people visit the Heath to get away from people with 81% of the public stating that they want peace and tranquillity.
- With regards to the outcome measure collective care of the Heath and the responsibility of individuals on the Heath, a Member (Highgate Society) stressed the importance of a visitor centre which was essential to providing public education.
- A Member (Highgate Society) noted that there was no mention of the ongoing work with Local Authorities. The Superintendent stated that the Heath's planning context would be covered and that the Corporation's comments on all licensing and planning applications were being tracked to provide data to measure impact.

## 7.3 **Appendix 3 - Map of proposed grazing sites**

Members noted the map showing the proposed locations for grazing.

## 8. **FUNDAMENTAL REVIEW**

Members considered a report of the Director of Open Spaces providing Members with an update on the Fundamental Review. The following points were made:

- A Member (London Council for Recreation and Sport) voiced concern over the way the report was written which he did not feel reflected a balance between the City and the Corporation's spaces outside of the City. It was felt that the focus on the Square Mile could negatively impact Open Spaces and Members queried how this would be managed. This view was endorsed by the Member for the Heath & Hampstead Society who were concerned that the Review would negatively affect the Heath's budget.
- A Member (Friends of Kenwood) highlighted the importance of health and wellbeing and regarded it as short-sighted to not include Open Spaces in delivering this.
- A Member (Hampstead Garden Suburb Residents' Association) found the language in the report worrying and felt that substantial savings would need to be made to cover the cost of other big projects.
- It was noted that the report stated that the "importance of meaningful input from the Hampstead Heath Consultative Committee in the process is recognised" and a Member (Hampstead Garden Suburb Residents' Association) queried how meaningful this input would be into the



Review. The Member drew attention to the Corporate Plan stating that the basic vision and aims gave importance to contributing to a flourishing society, health and wellbeing, and shaping outstanding environments, all of which were supported heavily by the City Corporation's Open Spaces and contributed to London as a whole. Members agreed this was important and needed to be considered within the Review including meaningful input from the Committee and other relevant Committees.

- The Chairman and Deputy Chair confirmed that they had both become Members of the Policy & Resources Committee and Resource Allocation Sub Committee and would ensure the views of the Committee were reflected at these meetings. The Chairman noted that it was not clear how projects would be prioritised at this stage and that more information would be available by the next meeting.
- It was noted by a Member (Highgate Society) that if the focus of the City Corporation was to boost the international profile of the City, it would be counterproductive to make cuts to high profile areas in London such as the Heath.

RECEIVED.

**9. CYCLICAL WORKS PROGRAMME BID 2020/21**

Members considered a report of the City Surveyor setting out a provisional list of cyclical works being considered for the Hampstead Heath, Highgate Wood and Queen's Park Division in 2020/21 under the umbrella of the Cyclical Works Programme (CWP).

Members were advised that the cyclical works were all in line with the AWP and that the projects on the main list had funding and the other projects did not have funding.

A Member (Hampstead Garden Suburb Residents' Association) felt that the design of the report was helpful; however, he noted that it was difficult to know if reserve projects were more or less important to those on the main list.

Members felt that inspections and surveys were vital as a continued need and therefore needed to be on the main list. Members were advised that this need would be escalated up.

A Member (London Council for Recreation and Sport) was concerned that there was a build-up of projects and maintenance running behind schedule which all needed prioritising and worried that there was not sufficient capital to carry out this necessary work.

A Member noted that the Parliament Hill Men's Toilets desperately required work and were regularly complained about by the public. The Superintendent confirmed that work to the toilets was currently being planned.

**RESOLVED** – That:-

- Members of the Hampstead Heath Consultative Committee, the Highgate Wood Consultative Group and the Queen's Park Consultative Group note the report and provide feedback on the provisional list of cyclical projects being considered for the Hampstead Heath, Highgate Wood and Queen's Park Division in 2020/21;
- The views of the Hampstead Heath Consultative Committee, the Highgate Wood Consultative Group and the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood & Queen's Park Committee.

#### 10. **GENDER IDENTITY POLICY**

Members received a report of the Town Clerk and Chief Executive concerning the City of London Corporation's Policy on Gender Identity, and the findings from independent analysis of an online survey conducted in 2018. The following comments were made:

- Members were advised that the aim of the Policy was to provide a high-level Corporation-wide strategy with the flexibility to allow individual Departments to incorporate their own specific considerations. It was noted that this Policy had recently been discussed by the Grand Committee with particular reference to the single-sex Ponds.
- A Member (London Council for Recreation and Sport) felt that the Policy was the right approach but that there was nothing regarding how this would be monitored.
- In response to a query regarding what was meant by the statement of someone who "consistently identifies with a different gender should be accepted by society in that gender", it was stated that there were no hard rules but that the Corporation were following advice and Equalities legislation. Members were advised that the Team had received gender awareness training which taught that people were to be treated equally and with respect and dignity.
- The Heath's Business Manager confirmed they were leading on developing values for the Ponds to support the Strategy. She confirmed there was ongoing dialogue and meetings to discuss trans issues at the Ponds and that guidelines were being drafted to provide to the public and assist staff including training and posters.
- With regards to the occasional media impact on the Ponds regarding gender identity, the Superintendent confirmed that the Team was working with the Media Team and Members were advised that any queries from the media must be directed straight to the Media Team for a response.

**RESOLVED** – That Members:-

- Consider the survey findings;

- Note the Gender Identity Policy and its implications for them.

11. **VOLUNTEERING UPDATE**

Members were shown a video from Heath Hands which was prepared as part of their 20<sup>th</sup> Anniversary celebrations.

The Deputy Chair advised Members that the Central Grants Programme had a category around enjoying green spaces and the natural environment and was a potential opportunity of funding for local groups. It was noted that the deadline to submit proposals was 21 October 2019 and the Town Clerk agreed to circulate a link to Members.

12. **QUESTIONS**

There were no questions.

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

The Chairman reminded Members that the Give It A Go event would take place on Sunday 12 July 2019 and encouraged Members to attend.

It was noted that the Heath & Hampstead Society party would take place on 11 September 2019 at 5-8pm and an invitation would be sent to Members shortly.

14. **DATE OF NEXT MEETING**

The date of the next meeting on 14 October 2019 at 7.00pm was noted.

**The meeting ended at 8.56 pm**

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Chairman

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

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	11 September 2019
<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 and Queen's Park Committee on management and operational activities across the Division since June 2019. The report format has been updated to align with the Hampstead Heath Management Strategy 2018 - 2028 Outcomes.

## Recommendations

It is recommended that:

- Members agree the proposed phases for the future use of the meeting room on the Heath Extension (paragraphs 27-28).

## Main Report

### Management Strategy – Annual Update

1. An Annual Update which forms part of the Agenda Pack for this meeting, has been prepared for 2018-19 covering each of the four Management Strategy Outcomes, to demonstrate progress. The report reflects on what has been achieved and will set out the priorities we will be focussing on during 2019-20.

### Management Framework

2. The Superintendent is developing the Measurement Framework, to gauge our progress towards achieving the Outcomes and delivering our Priorities. This will inform future Annual Updates as we seek to communicate our impacts. This approach was discussed with Members in May 2018 and embedded into the Hampstead Heath Management Strategy 2018-2028.

### **A: The Heath is maintained as a flourishing green space and historic landscape.**

#### Green Flag Judging

3. Hampstead Heath has retained its Green Flag award and Green Heritage status. Staff and volunteers attended the awards ceremony on the 17 July 2019.
4. The results of the London in Bloom 2019 will be announced on the 20 September. The award ceremony is to be held at Arts Pavilion, Mile End Park and The Hill Garden & Pergola, Golders Hill Park, Queens Park and Keats House have entered this year's competition.

#### City Surveyor's Cyclical Work Programme

5. The Cyclical Work Programme for 2020-21 forms part of the Agenda Pack.
6. The Superintendent will provide an update on current projects within the Cyclical Work Programme.

#### East Heath Car Park (A DP5)

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

#### Planning

8. The Superintendent will provide an update on the following planning applications:
  - Jack Straws Castle 2017/2064/P, 2017/2211/L, 2017/2171/P
  - North Fairground Site 2017/4346/P
  - South Fairground Site
  - 55 Fitzroy Park 2018/3672/P
  - The Water House, Millfield Lane. 2017/3692/P
  - Jack Straws Castle – Change of use application
  - Athlone House

#### Oak Processionary Moth (OPM)

9. Two applications of biological pesticide spraying were undertaken in May 2019. This was followed by nest removal operations which were completed in early August. The management approach this year was to target high use areas, such as playgrounds and facilities and avoid spraying in ecologically sensitive areas to avoid impacting on non-target species.
10. Interestingly nest numbers were significantly less than last year; approximately 900 nests were identified compared to in excess of 1,800 in 2018. The Tree Team purchased an industrial vacuum unit to remove small nests and caterpillar trails and this has been highly effective.
11. Alongside conventional pest management operations the Tree Team have also been working with a retired Professor of biological pest control on monitoring the parasitoid fly *Carcelia iliaca* which has been identified on Hampstead Heath in Oak Processionary Moth nests.

#### Storm Damage

12. A mature oak tree near to the drinking fountain at Cohens Field was destroyed by a lightning strike during a thunderstorm on the evening of 10 June 2019. A lime tree on West Heath fell in heavy rain and wind on 16 June. On the 30 July during heavy rain there were a number of trees damaged including two veteran trees, one of which suffered a catastrophic stem failure.
13. A further day of bad weather on the 10 August, this time high winds with intermittent rain caused a number of canopy failures in Highgate Wood and one stem failure on Hampstead Heath. Due to the yellow weather warning and gusting in excess of 40mph Highgate Wood was closed for most of Saturday 10

August along with the Hill Garden at Golder's Hill Park and the Woodland Walk at Queen's Park.

14. It is worth noting that there are already 77 recorded tree failure incidents on the Divisional data base for 2019, reflecting a changing pattern of spring and summer extreme weather incidents rather than the autumn.

#### The Listening Wood

15. The Tree Team have collaborated with the University College London to deliver a three-month Project. 15 trees across Golders Hill Park and Sandy Heath have been selected and a map has been created to allow members of the public to interact digitally with the trees, learning about their history with stories and poetry. <https://thelisteningwood.com/about>. The project has been extended and will now run over the summer until the Autumn.

#### Humanitarian Aid Workers Memorial proposal – Kenwood Estate

16. Following Members discussions at the Hampstead Heath Consultative Committee on 29 April and the Hampstead Heath, Highgate Wood & Queen's Park Committee on 5 June, the Chairman has written to English Heritage to convey the views of Members.

#### Grazing

17. A small grazing trial involving 5 sheep within the Tumulus enclosure ran between 27 August - 5 September. The trial was conducted in partnership with the Heath and Hampstead Society, Mudchute Farm, the Rare Breeds Survival Trust, Heath Hands and Historic England.
18. The small flock composed of 3 Norfolk Horns and 2 Oxford Downs, both of which are classified as rare breeds and were supplied by Mudchute Farm based in East London.
19. A combination of staff and volunteers shepherded the sheep and engaged with visitors over the trial period. The trial attracted a great deal of interest from members of the public and the media. Sheep last grazed on the Heath over seventy years ago, so it was a welcome sight to see their return. The Tumulus was chosen due to the existing fencing and uneven terrain making it difficult to maintain with machinery.

### **B: Improved quality of life for visitors.**

#### Swimming

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

#### Bowls and Croquet

21. New annual licensing arrangements with the Parliament Hill Bowling Club and the Hampstead Heath Croquet Club have been agreed. As part of this agreement two rinks will remain available for public play at all times. The green will be maintained by the Sports and Recreation Team at Parliament Hill, as part of their grounds maintenance Work Programme.

22. This will allow the Superintendent to arrange short term hire arrangements for the Bowls Pavilion during the winter months.

#### Heath Extension Moth Surveys

23. The Heath Ecologist has engaged a specialist moth lepidopterist surveyor to provide a current record of the moth species on Hampstead Heath. Nine survey nights have been undertaken in four separate locations with a further 11 planned. 265 species of moth have so far been recorded with a number of new records for the site, including a heathland specialist the 'True Lover's Knot' moth.

#### Heath Extension Meeting Room

24. The London Natural History Society (LNHS) have agreed to relinquish the use of a small meeting room adjacent to the public toilets on the Heath Extension. Although some publications remain, discussions are ongoing about either relocating these items or the necessity of further storage. The Heath Ecologist continues to maintain a very effective relationship with the LNHS and taking account of technology they are now working in a more agile way and consequently no longer require a dedicated space on site.
25. There has been a long-term aspiration to utilise this facility as a refreshment kiosk to serve the visitors to the Heath Extension and to support the sporting offer comprising of cricket, football, rugby and the many schools and community groups who use the Heath Extension.
26. We have informally discussed this approach with the Hampstead Heath Consultative Committee on their Saturday walks and also with the Hampstead Garden Suburb Trust at their annual walk across the Heath Extension. This approach aligns both with both the Hampstead Heath Management Strategy and also the recently approved Hampstead Heath Asset Management Plan.
27. Therefore, we are proposing two phases, firstly, we will prepare the space to be suitable for hiring by sports clubs, schools and community groups to support their training, games and events on the Heath Extension. This would be booked in the same way as the changing rooms and we will set a hire rate based on bench marking for the 2019-20 season. Sports and Recreation Keepers will manage the facility on the same basis as the changing rooms i.e. open, cleaning, closing up and organising maintenance and repairs. We will prepare booking conditions for the room which will control the way the facility is to be used.
28. Secondly, we are in the process of engaging Groundwork London to undertake an engagement and consultation exercise with visitors, members of the local community and stakeholders to seek their input into the potential for this facility and the way it can contribute to the achievement of our four Management Strategy Outcomes. Once we have completed this exercise, we will bring a report to the Sports Advisory Forum and then the Hampstead Heath Consultative Committee to discuss the proposals for this facility, timelines and the next steps. A final report will then be prepared for the Management Committee.



### Playgrounds

29. The Superintendent will provide an update on the Adventure Playground, Preachers Hill Playground and the Vale of Health Playground.

### Weddings and Civil Ceremonies

30. There are currently 12 confirmed and completed and one pending booking for 2019, with four confirmed bookings for 2020 and a number of viewings booked. Excellent feedback has been received from couples and Camden Registrars who are all delighted with the location and service provided.

### **C: The Heath is inclusive and welcoming to a diverse range of visitors.**

#### Open Spaces Learning Team

31. It has been a successful summer for learning on Hampstead Heath. The Learning Team engaged with 1,545 school students in July, including fieldwork sessions for 200 GCSE students from Highbury Grove City of London Academy. Over the school summer holidays, the learning offer has also included weekly family learning sessions at the Education Centre. Activities such as pond dipping, orienteering and nature-inspired crafts have been popular with visitors.
32. The play programme at the Adventure Clubhouse and One O'clock Club has continued to be extremely popular, with 2,823 participants in July and 3,879 in August. Comments from participants demonstrate the value of this free, drop-in play service:
33. *"It's so nice to know my 8 and 10 year old can come and get involved in the play outside and activities .... as we live in a tower block and my children can't play out where we live."*

#### Licensing (A DP 6)

34. An engagement and consultation exercise to inform the development of a dog walkers code of conduct and a personal training code of conduct has commenced. Pop-up events, and a focus group session facilitated by an external consultant has been completed.
35. In addition, a dog walking consultation survey has been published online. Analysis of this survey and feedback from the pop-up events and focus group session will be reported to this Committee in due course. The outcomes from the analysis will support the delivery of the objectives of this project.

#### Forest Schools

36. An enquiry to use the Heath on a daily basis for Forest School activities has been received. The applicant has been requested to submit an Events Application Form, which will be reviewed by the Officer Event Group before being presented to the HHCC, followed by this Committee for decision. All the Forest Schools operating on the Heath are being contacted to ensure they are appropriately licenced in accordance with the Events Policy.

## Events

37. The Superintendent will provide an update at the meeting on the following recent events:

- #ThisGirlCan
- Race for Life
- Hampstead Summer Festival – Art Fair Day
- Night of the 10,000m Personal Bests.
- Give it a Go
- 21<sup>st</sup> Heath Duathlon

## **D: Greater number and diversity of people taking care of the Heath.**

### Hampstead Heath Constabulary

38. The Constabulary worked alongside the Metropolitan Police to restore order at Parliament Hill Fields Lido on 25 July, which was the hottest July day on record. A significant increase in visitor numbers led to outbreaks of disorder in the waiting queue and poolside. Missiles were thrown at Officers prior to order being restored.

39. Constabulary Officers intercepted two separate incidents where persons had attended the Heath with clear intent to take their own life. With assistance from London Ambulance Services both persons were located prior to any harm being done and then transferred to appropriate medical services.

40. Body Worn Video Cameras (BWV) equipment has been purchased and City of London Corporation Information Technology Team are currently working on the necessary technical issues to allow the system to begin operation. It is hoped that the delay will be kept to a minimum.

41. A recruitment process for Reserve Constables was recently completed, however an inadequate number of suitable candidates were identified. This led to a review being carried out, and a decision has been taken to look at the concept again in a few months with consideration being given to a more bespoke recruitment campaign.

42. A Plug-In Hybrid Electric Vehicle has been procured for the Constabulary. The vehicle will replace an existing diesel van and on a full charge will be able to operate for approximately 50 miles using only electricity, dramatically cutting our current vehicle emissions.

43. The Constabulary continue to work closely with the Metropolitan Police Service and local partners including Camden Council and English Heritage. The Team regularly liaise with stakeholders regarding shared issues and attended relevant meetings such as the Ward Panel Meetings.

44. The Constabulary's enforcement activity continues to focus on the priority issues of cycling, dog control, anti-social behaviour and swimming in non-lifeguarded ponds. The months April to July have seen a 66% increase in enforcement engagements across these four byelaw areas compared with the same period last year. An example is a rise in engagement work undertaken with dog walkers

rising from 62 to 164. This coincides with and supports the current survey on this subject.

#### Waste & Recycling

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

#### 30<sup>th</sup> Anniversary

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

#### **Highgate Wood**

47. The London Borough of Haringey Planning Department has refused the planning application for 5 Muswell Hill Road. Along with stakeholders the City of London Corporation made representations against the application with reference to impacts of the ecology and character of Highgate Wood.
48. A target-based approach to Oak Processionary Moth management was adopted in Highgate Wood this spring and summer, mirroring that which was adopted for Hampstead Heath. Biological pesticide spraying was carried out in the playground only and then nest removal was carried out in the remaining areas identified as high use, including the field edge and area around the Pavilion Café. Nest removal was also carried out in the woodland areas used by Forest Schools. Nest numbers were slightly up on last year at 110 nests of which 88 were removed. The remaining nests are outside the target areas but will be monitored.
49. The Friends of Highgate Roman Kiln (FOHRK) held a well-attended fund-raising evening on the 5 August 2019 attended by key partners in the project. FOHRK are now focusing on submitting a capital grant application to City Bridge Trust to cover the costs of the extension of the information building, the restoration and installation of the kiln and the interpretation material. If successful, FOHRK will submit an application to the National Lottery Heritage Fund in November 2019 or May 2020.
50. Highgate Wood experienced a number of branch failures on the 10 August 2019, all of which were hornbeams, but fortunately no major failures. Despite the high winds the site was able to open to the public for a couple of hours, once the wind speed had dropped and the Team were able to carry out a safety inspection.
51. The weather conditions, rain and high winds, have impacted upon the cricket season and a number of matches have had to be cancelled as a result. One of our regular teams the Metro Cricket Club, who are a partially sighted and blind Team, have had an excellent season reaching a tournament final and doing well in their league. The pitch is being carefully managed and collaborative working with the Heath Sports and Recreation Keepers to carry out end of season renovation works.
52. Highgate Wood had their Green Flag and Green Heritage judging on 7 June 2019. The judges were impressed with the emphasis on ecological and conservation management of the woodland and the management approach to the increasing popularity of Forest Schools and outdoor classroom activities.

Highgate Wood will be focusing on replacing all of the 30-year-old signage that is now in poor repair and have just taken delivery of the first new English oak framed noticeboard, which will replace the old noticeboard at Onslow Gate. The 2018 Green Flag 'mystery shopper' visit highlighted the poor condition of the noticeboards so this will be a focus between now and next summer.

## **Queen's Park**

### Public Toilet and Sandpit Refurbishment

53. Due to the Fundamental Review, this project has been placed on hold. New central funding arrangements are being introduced allowing Officers to bid for funding for the projects that are on hold, as well as new projects.
54. There have been two Wedding Ceremonies on the Queen's Park Bandstand this Summer. The income from weddings helps support the ongoing maintenance of the Park. Prior to the second wedding, there were necessary repairs carried out to the flooring and the roof of the bandstand.
55. Shakespeare in the Square took place in the Quiet Garden on Saturday 22 June. This event was well attended with over 200 people in the audience.
56. The Queen's Park Book Festival took place over the weekend of the 29 and 30 June. The good weather saw crowds at this local literary event. There were events over the weekend specifically aimed at getting children interested in reading books. Authors in attendance signed copies of their books on the Bandstand.
57. There have been 44 bookings of the bandstand amounting to 54 sessions. Many bookings have been for children's parties, but we have also had educational sessions for pre-school children and music from a local band.
58. We continue to invite Regent Brass to perform on the Bandstand on Sundays over the summer. The performances have taken place on Sundays from 3-5pm and are well attended.
59. There were ten children's magic/puppet shows held in the Park in August. These shows are free to the public and took place on Wednesdays and Fridays from 3-4pm. They have been well attended and positive feedback received from the public.
60. There will be an open-air cinema night in the Park on Saturday 7 September. The film being shown is the Freddie Mercury biopic Bohemian Rhapsody. This event will be organised by the Nomad Cinema who have held pop up cinema events in the Park over a number of years.
61. Queen's Park Day will take place on Sunday 15 September 2019 from 12 noon - 5.30pm. This event continues to be organised by volunteers from the Queen's Park Area Resident's Association with support from the City of London Corporation.

### Woodland Walk Management Plan update

62. The appointed consultant is preparing a draft document following a meeting with stakeholders and staff where feedback on some suggested proposals were given. This draft will initially be shared with the Queen's Park Consultative Group for their commentary and feedback.
63. It is recognised that there is a need for more active management, including some long-overdue thinning. The hedge is struggling to establish itself in the present conditions and the development of a softer more extended woodland edge was suggested. Further discussion with Officers has taken place regarding the planting for biosecurity, i.e. responding to climate change and pests and diseases. There could be a potential conflict between developing activities in the woodland and enhancing its biodiversity value. The need to augment maintenance with some voluntary input if we are to change the woodland management should be considered with any future activity plan.
64. There have been more Oak Processionary Moth nests in Queen's Park this year. Instead of spraying, a decision was taken to manually remove the nests from the trees as this is less intrusive than spraying and allows continued access to the Park, rather than have large areas barriered off. The removal of the nests was carried out by the Hampstead Heath Tree Team. The Team carry out regular inspections of the trees.
65. The Paddling Pool was filled in preparation for this summer season, unfortunately a leak was discovered that meant the water was escaping each night and the pool would need to be filled again. A company were appointed to investigate the leak. A temporary solution has been implemented to keep the pool open during the summer. Further interventions will be undertaken in due course.
66. We are delighted that Queen's Park have retained the Green Flag and Green Heritage awards again this year.
67. The London in Bloom awards will take place on 20 September 2019. The Park hopes to retain its Gold Award.

### **Appendices**

- None

### **Bob Warnock**

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Highgate Wood and Queens Park Committee	11 September 2019
<b>Subject:</b> Large & Major Event Applications for Hampstead Heath	<b>Public</b>
<b>Report of:</b> Bob Warnock - Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Paul Maskell - Leisure and Events Manager Hampstead Heath	

## Summary

As set out in the Hampstead Heath Part Two Site Specific Events Policy, the Superintendent of Hampstead Heath is seeking Members approval in relation to two major events; The Affordable Art Fair and the Highgate Harriers Night of 10,000m Personal Bests.

Each of these events has been assessed by the Officer Event Group (appendix 1-2) and considered by the Hampstead Heath Consultative Committee.

## Recommendations

It is recommended that:

- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve the Affordable Art Fair 2020 event (appendix 1).
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve the Highgate Harriers Night of 10,000m Personal Bests 2020 event (appendix 2).

## Main Report

### Background

1. Hampstead Heath has a long history of holding events. These are designed to attract new audiences and promote the health and well-being of our visitors.
2. The Hampstead Heath Site Specific Events Policy, which was approved in September 2018, sets out the framework for making decisions about events on Hampstead Heath.
3. In order to facilitate this policy framework, the Leisure and Events Manager, the Operational Services Manager, the Highgate Wood Conservation & Trees Manager and the Queen's Park & Constabulary Manager form the Officer Event Group (OEG) which meets monthly to consider event applications.

4. The OEG considers the following criteria when assessing the suitability of events:
- Aligns with the Heath Vision and strategic outcomes for Hampstead Heath.
  - 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 Hampstead Heath and the local community.
  - Identifies and delivers added value for social inclusion.
  - Promotes the Heath Vision values of shared stewardship and collective responsibility.

#### **Affordable Art Fair, 29 April - 3 May 2020**

5. The proposed location is the East Heath Fairground site (appendix 1). The applicants have applied to hold the fair between 29 April – 3 May 2020, to avoid a clash with the VE Bank Holiday on Friday 8 May 2020. To facilitate the construction of the event space 13 days will be required for setup and five day for break down.

#### **Highgate Harriers Night of 10,000m Personal Bests, 6 June 2020**

6. The Night of the 10,000m Personal Bests is a prestigious international event which in 2020 provides the opportunity to host the Team GB trials for the 2020 Tokyo Olympics as well as the European 10,000 meters Cup. The event comprises of nine 10,000m races which will take place at the Parliament Hill Athletics Track. This is a single day event but requires one setup day and two breakdown days.

#### **Consultation**

7. The Hampstead Heath Consultative Committee have been consulted by email. The Superintendent will summarise the view and comments received at the meeting to allow Members to take account of this feedback when considering these events.

#### **Corporate & Strategic Implications**

8. The Hampstead Heath Events Programme directly supports the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of people taking care of the Heath.



9. The Hampstead Heath Events Programme also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2019-20 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
10. These Events also contribute 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).

### **Financial Implications**

11. The Events Policy details the framework for event cost recovery. The associated charges for holding events are set out in the annual Fees & Charges Report for Hampstead Heath which is reviewed and approved by Members on an annual basis.

### **Conclusion**

12. These proposed events promote health, well-being and culture, whilst being aligned with the principles set out within the Events Policy. Should these events be approved by Members they will form part of the 2020 Hampstead Heath Events Programme and contribute to achieving the Management Strategy Outcomes.

### **Appendices**

- Appendix 1 – Affordable Art Fair, 29 April - 3 May 2020
- Appendix 2 – Highgate Harriers Night of 10,000m Personal Bests, 6 June 2020

### **Contact**

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# Hampstead Heath

Registered Charity

## **Event application for the Hampstead Heath Affordable ART Fair 2020**

<b>Location</b>	Lower Fairground Site at East Heath
<b>Event days:</b>	29 April - 3 May 2020
<b>Set-up days</b>	13
<b>Actual event days</b>	5
<b>Clear-up days</b>	5
<b>Total days required:</b>	23

### **Context**

The Officer Event Group (OEG) meets once a month to discuss event applications for Hampstead Heath, Highgate Wood and Queen's Park. This group is made up by the Leisure, Events and Communications Manager, The Operations Manager, the Highgate Woods Conservation and Trees Manager and the Queen's Park and Constabulary Manager. The OEG review all applications to ensure they meet the requirements of the relevant legislation and comply with the Open Spaces Departmental Events Policy Part One and the Site-Specific Policy Part Two.

The Affordable Art Fair (AAF) has submitted an application for a 2020 event. The applicant has requested the 29 April - 3 May 2020 with 13 set-up days and 5 breakdown days. The proposed dates avoid the VE Day Bank Holiday which has been moved to Friday 8 May 2020.

The Superintendent seeks views and comments from the Members of the Hampstead Heath Consultative Committee to inform further discussion with the HHHWQP Committee on the 11 September 2019.

### **Requirements**

#### **A. Does the event align with the Heath Vision and Strategic Outcomes?**

Having activities and events contributes to one of the themes of the Hampstead Heath Management strategy - Outcome B "The Heath enriches lives". The AAF is an event that appeals to a wide range of local Heath users and visitors from all over London and the UK. Many visitors coming to the AAF might be first time visitors to the Heath, and this may encourage them to discover more of the Heath. The AAF programme always aims to reflect the connection with the Heath. For example, the 2019 event took the opportunity to show the award-winning Hampstead Ponds documentary.

The AAF is a commercial event tickets are priced competitively, and free and subsidised tickets will be made available. In addition, the AAF will provide free educational workshops, tours & talks for both children and adults.

<p><b>B. Is the event application high quality including an event plan which sets out minimum standards for achieving a successful, safe and well-executed event?</b></p> <p>AAF employs a Health &amp; Safety and Project Management Company to oversee the event. The OEG have reviewed the documentation and are satisfied with the proposed health, safety and welfare arrangements.</p> <p>The Leisure and Events Manager would undertake regular inspections to ensure compliance with the licence and Event Management Plan.</p> <p>The AAF is a responsible organisation that places a great deal of emphasis on executing the highest standards to help maintain an international Art Fair.</p>
<p><b>C. Is the event appropriate for the proposed location and does it comply with the Open Spaces Departmental Events Policy Parts One and Two?</b></p> <p>The event locations are grouped into three broad zones and are considered by the OEG on an assessment of the suitability of the requested destination, including the local character of the location, the potential impacts on the site and on the experience of Hampstead Heath visitors and neighbours. The AAF proposal to occupy the Lower Fairground site for the event aligns with the Site-Specific Policy Part Two.</p>
<p><b>D. Is the event sustainable and based on a strong business case?</b></p> <p>AAF has proved economically sustainable and generates income for the Heath. Through providing quality, affordable art products every year with continual investment in the infrastructure, the AAF have increased their year on year attendance and artwork sales.</p>
<p><b>E. Does the event offer quality and memorable experiences for visitors and participants that connect people with Hampstead Heath and the local community?</b></p> <p>The applicant has been running the event on Hampstead Heath for 9 years and has applied the learning from previous events in relation to noise control, managing vehicle movements and improving the waste and recycling arrangements.</p> <p>Positive feedback has been received in relation to previous events.</p> <p>The Applicant proposes to provide space within the fair to promote the Heath, this has been well received in previous years.</p>
<p><b>F. Does the event identify and deliver added value for social inclusion?</b></p> <p>As in previous years, the applicant proposes to select a local charity to support. The charity preview night is used to help raise funds and promote the selected charity.</p>
<p><b>G. Does the event promote the Heath Vision values of shared stewardship and collective responsibility?</b></p> <p>The applicant supports the City of London Corporations waste and recycling agenda and ensures a responsible approach to reducing the impact of the event through careful management of the waste streams.</p> <p>As set out in the Site-Specific Policy Part Two the applicant will be required to pay a hire charge to cover the cost of occupying the lower fairground event space. In addition, the City of London Corporation will recover full costs in relation to services provided in staging the event.</p>



# Hampstead Heath

Registered Charity

## **Event application for Highgate Harriers Night of the 10k Personal Bests**

<b>Location</b>	Zone A - Parliament Hill Athletics Track Zone B – Parliament Hill Fields environs
<b>Event days:</b>	Saturday 6 June 2020
<b>Set-up days</b>	1
<b>Actual event days</b>	1
<b>Clear-up days</b>	2
<b>Total days required:</b>	4

### **Context**

The Officer Event Group (OEG) meets once a month to discuss event applications for Hampstead Heath, Highgate Wood and Queen's Park. This group is made up of the Leisure and Events Manager, Operational Services Manager, Highgate Woods Conservation and Trees Manager and the Queen's Park and Constabulary Manager. The OEG review all applications to ensure they meet the requirements of the relevant legislation and comply with the Open Spaces Department Events Policy Part One and the Hampstead Heath Site-Specific Policy Part Two.

Highgate Harriers have submitted an application to hold their 10,000 meters Personal Best running event at the Parliament Hill Athletics Track on Saturday 6 June 2020.

The Superintendent seeks views and comments from the Members of the Hampstead Heath Consultative Committee to inform further discussion with the HHHWQP Committee on the 11 September 2019.

### **Requirements**

#### **A. Does the event align with the Heath Vision and Strategic Outcomes?**

Having activities and events contributes to one of the themes of the Hampstead Heath Management strategy - Outcome B "The Heath enriches our lives". The Night of the 10,000 meters Personal Bests is a prestigious international event which in 2020 provides the opportunity to host the Team Great Britain trials for the Tokyo Olympics and also the European 10,000 meters Cup. It is proposed that the event will comprise of nine 10,000m races with a circus atmosphere, with spectators uniquely viewing from the track.

This event also supports Outcome C "The Heath is inclusive and welcoming to a diverse range of visitors" – The Night of the 10k PBs is an inclusive and free to attend event, that brings people together to view what is considered to be the best 10,000 meters running festival in Europe and has previously been broadcast by the BBC on the red button.

<p><b>B. Is the event application high quality including an event plan which sets out minimum standards for achieving a successful, safe and well-executed event?</b></p>
<p>The Night of the 10,000 meters PB's Race Director has a thorough and well thought out Event Plan and a comprehensive roles and responsibilities document outlining the partnership element with the City of London Corporation. In addition, the Race Director has a full set of Risk Assessments and method statements that are robust and cover all eventualities.</p> <p>In addition, the event will be managed under UK Athletics and European guidelines. Their procedures ensure that national standards for timekeeping, stewarding and safeguarding are adhered to.</p> <p>The OEG have reviewed the documentation and are satisfied with the proposed health, safety and welfare arrangements.</p>
<p><b>C. Is the event appropriate for the proposed location and does it comply with the Open Spaces Departmental Events Policy Parts One and Two?</b></p>
<p>The event locations are grouped into three broad zones and are considered by the OEG on an assessment of the suitability of the requested destination, including the local character of the location, the potential impacts on the site and on the experience of Hampstead Heath visitors and neighbours. The Highgate Harriers proposal is to occupy the Parliament Fields Athletics Track (Zone A) and the upper section of the field above the Lido (Zone B).</p>
<p><b>D. Is the event sustainable and based on a strong business case?</b></p>
<p>The event has established itself as an import fixture in the international athletics calendar and the Race Director has secured sponsorship and regional grants to support the cost of running the event.</p> <p>There will be further discussions with the Race Director to further improve the waste and recycling arrangements for the event.</p>
<p><b>E. Does the event offer quality and memorable experiences for visitors and participants that connect people with Hampstead Heath and the local community?</b></p>
<p>In 2019 the event had over 6,000 spectators the event is regarded as the most anticipated athletics event in the UK calendar. The championship races include the European Cup with 28 nations bringing their best athletes to compete for this iconic cup. Sebastian Coe president of the IAAF has attended in 2016 and 2017 has said "It is the one event of the year I don't want to miss" The sight of this mass spectating event enriches the life of the Heath and our local community and supports a key goal of contributing to a flourishing society.</p>
<p><b>F. Does the event identify and deliver added value for social inclusion?</b></p>
<p>The event is free for spectators to attend and provides the opportunity for young athletes to interact with accomplished athletes from Team GB and UK Athletics.</p>
<p><b>G. Does the event promote the Heath Vision values of shared stewardship and collective responsibility?</b></p>
<p>The success of this event is entirely reliant on volunteers who support every aspect of the event. This includes timekeepers, stewards, coaches and club officials. Following the event, a large team of volunteers assist with litter picking and ensuring the Athletics Track is handed back to the City of London Corporation in good order.</p> <p>As the event aligns closely with the outcomes in the Hampstead Heath Management Strategy the Superintendent proposes to waiver the hire charges associated with hosting the event. However, the City of London Corporation will recover their costs in relation to services provided in staging this event.</p>

<b>Committee(s):</b>	<b>Date(s):</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	11 September 2019
<b>Subject:</b> Hampstead Heath Division - Highgate Wood and Queen's Park Café Update	<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 an update to Members on the tendering of the Highgate Wood Pavilion and the Queen's Park Cafés.

## Recommendation

Members are asked to:

- Members agree the revised tendering timeline, as set out in Para 9.

## Main Report

### Background

1. Both Highgate Wood and Queen's Park have established cafés which over the years have provided a range of hot and cold drinks and hot and cold food to eat in and take out for visitors to the Park and Wood.
2. The café premises in the Park and Wood are leased and the rental from these facilities provides an income which supports the maintenance of these two open spaces.

### Current Position – Highgate Wood Pavilion Café

3. The Highgate Wood Café is currently leased to Hoxton Beach under a Tenancy at Will.
4. The Highgate Wood Café tender process will follow the same timeline as the Queen's Park Café tender process.

## **Current Position – Queen’s Park Café**

5. Urban Leisure Group are the current tenant at the Queen’s Park Café, they have been in tenancy since March 2018. In April 2019 they informed the City of London Corporation that they wished to terminate their 3-year lease. The lease will terminate on the 2 October 2019.
6. The Queen’s Park Manager has appointed Groundwork London to carry out user engagement and consultation at Queen’s Park. An online questionnaire will be developed, seeking the views of park users. Pop up events and a focus group session will also be held. The objective of the engagement and consultation process is to have an understanding of what café users and non café users expect from a park café, and to consider whether further outcomes can be delivered through modifying the tender brief.
7. Due to the availability and workload of the Consultant, a delay in the original timeline, which was reported to this Committee in June 2019, has been encountered.
8. The outcome of the user engagement and consultation will be reported to the Queen’s Park Consultative Group (QPCG) and the Hampstead Heath, Highgate Wood and Queen’s Park Committee (HHHWQPC). The outcomes of the engagement will support the development of the tender process.

## **Timeline**

9. It is expected that the user engagement and consultation process at Queen’s Park will commence in September 2019.
  - Early September 2019 – User engagement and consultation – Queen’s Park
    - Pop Up events, first event to take place on 15 September
    - Focus Group to follow
  - Early October 2019 – Temporary catering arrangement to be provided at Queen’s Park
  - 9 October 2019, provide an update on progress to the QPCG and the Highgate Wood Consultative Group (HWCG)
  - Mid / Late October 2019 – Conclusion of user engagement and consultation
  - Late October 2019 – Analysis of the user engagement and consultation
  - Late October / Early November 2019 – The QPCG will be convened to give feedback on the learning from the consultation and to discuss the proposed tendering methodology for the Café
  - 13 November 2019 – Taking into account the QPCG’s feedback, the Superintendent will seek Members of the HHHWQPC agreement for the proposed tendering methodology
  - 18 November – Commence the Tendering Exercise for both Cafés
  - 20 January 2020 – Tender process closes



- January 2020 – City Surveyors Department to complete planned Cyclical Work Programme works at the Cafés.
- Late January 2020 – Evaluation of the Highgate Wood and Queen’s Park Café tender submissions
- 11 March 2020 – Report to the HHHWQPC the outcome of the tender process for the Highgate Wood and Queen’s Park Cafés
- 12 March 2020 – Dependent upon decision / outcome of HHHWQPC meeting of 11 March 2020, award tenders to the Highgate Wood and Queen’s Park Café
- Late March 2020 – Lease agreed and begin lease mobilisation.

## **Proposals**

10. Urban Leisure Group will cease trading from the Queen’s Park Café on the 2 October 2019. It is intended to offer a temporary solution and the Park Manager is considering an appropriate catering supplier to facilitate this offer. Subject to the terms of a Tenancy at Will, it is intended for a catering supplier to remain in situ until the tender is awarded.
11. An income will still be provided by a supplier who operates in the Queen’s Park Café on a Tenancy at Will. The Park may see a reduction in the expected income for the financial year 2019/20 for this facility.
12. The Park Manager will approach existing catering suppliers within the Hampstead Heath Division to seek an expression of interest in a temporary offer.
13. The Superintendent proposes that the leases for the Highgate Wood and Queen’s Park Cafés be for a period of at least seven years, with suitable break clauses and the option to extend for an additional three years, subject to satisfactory performance and service delivery.
14. A Tenancy at Will is in place at Highgate Wood and this will continue until a new lease has been awarded and they begin their mobilisation.

## **Corporate & Strategic Implications**

15. Highgate Wood & Queen’s Park, Kilburn is a registered charity, for which the City of London Corporation 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 and Queen’s Park on behalf of the City of London Corporation and must take decisions in the best interests of the charity.
16. The provision of Café facilities provides income that contributes to the maintenance of the open spaces, and the Cafés must be let on the best terms that can reasonably be obtained for the charity, in order to comply with the duties of the Trustee. However, the Cafés are also fundamentally part of the experience provided to users and the HHHWQPC may consider the wider social and environmental benefits that they bring to the open spaces.
17. In letting the Cafés for the longer terms that are now available under section 6 of the City of London Corporation (Open Spaces) Act 2018, Members 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. The letting of the Cafés at Highgate Wood and Queen's Park contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments, in particular the following Corporate Plan outcomes:
  - (4) Communities are cohesive and have the facilities they need.
  - (5) Businesses are trusted and socially and environmentally responsible.
  - (10) We inspire enterprise, excellence, creativity and collaboration.
  - (12) Our spaces are secure, resilient and well maintained.
19. It 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 prepared to keep visitors informed throughout the tendering processes.
21. The rental income received from the letting of the Cafés will be reinvested in the management of Highgate Wood and Queen's Park.

## **Conclusion**

22. The unexpected withdrawal of the current leaseholder of the Queen's Park Café provides the opportunity to repeat the tendering process along previously successful lines, with the opportunity of a longer-term lease now being offered allowing greater continuity of service, investment in the facilities and development of the business.
23. The Highgate Wood Café is currently being let on a Tenancy at Will. Although this arrangement is terminable at any time by either party, it is anticipated that this agreement will remain in place until the commencement of a new lease following the completion of the tender process.
24. As with the tender of the Queen's Park Café, there is an opportunity to grant a longer-term lease delivering an outcome of greater continuity of investment and business development opportunities.

## **Appendices**

- None

## **Richard Gentry**

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood, Queen's Park Committee	11 September 2019
<b>Subject:</b> Annual Update Report 2018-19	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Yvette Hughes – Hampstead Heath Business Manager	

## Summary

The Hampstead Heath Management Strategy 2018–2028 was approved by this Committee on 28 November 2018. The Annual Update 2018-2019 has been produced to demonstrate what has been achieved over the past year. The Update covers each theme and sets out our priorities for the coming year.

## Recommendation

It is recommended that:

- Members approve the Annual Update 2018–2019.

## Main Report

### Background

1. This is the first Annual Update (Appendix 1), to be produced since the introduction of the Hampstead Heath Management Strategy 2018–2028 (Management Strategy).
2. The purpose of the Annual Update is to:
  - Report on our activities and celebrate the successes achieved that year,
  - Raise the profile of the overall Management Strategy and the Vision we are working towards,
  - Set out the priorities for the year ahead (2019-2020), and
  - Communicate to all Stakeholders their shared responsibilities in achieving the Vision and the role they play – for example, taking litter home etc.
3. The Annual Update is intended to be shared widely with key Stakeholders: Committee Members and the general public and will consequently be available on-line.

### Management Framework

4. 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. During this first year of implementation, the Superintendent is developing a

Measurement Framework to help us assess our progress towards achieving the Outcomes and delivering our Priorities. This will inform future Annual Updates as we seek to communicate our impacts. A diagram outlining the key areas of reporting has been prepared (see Appendix 2).

## **Conclusion**

5. This Annual Update reflects what has been achieved in 2018-2019 and sets out the priorities we will be focusing on during 2019-2020. Following approval, the document will be formatted to align with the Hampstead Heath Management Strategy 2018-2028, and will include a map of the Heath together with a series of photographs to illustrate our achievements.

## **Appendices**

- Appendix 1 – Annual Update 2018-2019
- Appendix 2 – Definition of Key Terms

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## Annual Update 2018-2019

### Introduction

In 2018 the 10-year Management Strategy for Hampstead Heath 2018-2028 (Management Strategy) was introduced, building on the foundation of the Hampstead Heath Management Plan Part 1 - Towards a plan for the Heath 2007-2017.

The Management Strategy seeks to balance the often-conflicting demands of protecting and conserving the Heath while at the same time enhancing the enjoyment of each year's 9.3 million visitors and recreational users.

This Annual Update details the progress we have made during the first year's implementation of the Management Strategy. It summarises our activities throughout the year and sets out the priorities for 2019-2020.

### Background: The Hampstead Heath Management Strategy 2018-2028

The Management Strategy states our commitment to realising the aspirations of the Heath Vision to protect and conserve Hampstead Heath, thus ensuring it continues to enrich the lives of current and future generations. The Management Strategy sets out four Strategic Outcomes necessary to achieve this Vision:

- A - The Heath is maintained as a flourishing green space and historic landscape.
- B - Improved quality of life for Heath visitors.
- C - The Heath is inclusive and welcoming to a diverse range of visitors.
- D – A greater number and diversity of people taking care of the Heath.

In 2019-2020 we will be developing a Measurement Framework to allow us to gauge our progress towards achieving these Outcomes.

### Reflecting on 2018-2019 and looking forwards to 2019-2020

#### **A - The Heath is maintained as a flourishing green space and historic landscape**

In **2018-2019** we carried out further ecological improvements to our ponds, building on the work that took place during the Hampstead Heath Ponds Project. This included further desilting of the Mixed Pond, which improved water quality, created a better habitat for aquatic animals and improved the swimming experience. The Heath's Tree Team continued to tackle Oak Processionary Moth, which has been on the Heath since 2015. With support from the Forestry Commission and using their own specialist skills, the Tree Team has proactively monitored this invasive species, mitigating its impact and communicating the health risks to visitors.

Ecological monitoring has increased with support from our partners, the London Natural History Society, the Zoological Society for London (ZSL) and Heath Hands. An extensive hedgehog monitoring programme was carried out with ZSL and

volunteers, involving 150 wildlife camera positions. As well as showing that Hampstead Heath is one of the best places in London for hedgehogs, a variety of other wildlife was recorded, including muntjac deer and badgers.

In **2019-2020** we will commence a moth survey to identify the number and distribution of moth species present on the Heath. Moths are an important indicator of a healthy ecosystem. We will also continue to manage Oak Processionary Moth using a risk-based approach, so we can effectively manage this bio-hazard.

Conservation objectives for the Heath's historic features will be developed, to ensure they are maintained as part of the Heath's rich heritage.

### **B - Improved quality of life for Heath visitors**

In **2018-2019** we curated and delivered a varied events programme.

Give it a Go! is our large summer festival, which focuses on health and wellbeing. Run in partnership with the London Borough of Camden and the sports clubs based on the Heath, this event encourages an increased participation in outdoor recreational activities and allows new visitors to familiarise themselves with the Heath and have the confidence to return.

The Night of the 10,000m Personal Bests is a running event held at the Parliament Hill Athletics Track, which is organised by the Highgate Harriers Athletics and Cross-Country Running Club. It is managed almost exclusively by volunteers and the event attracts a large audience to the Heath, keen to watch world-class athletes compete.

Our annual Conker Championship returned in 2018-2019. This popular community event attracts families from across London and celebrates the heritage of the Heath, while forging an enhanced connection with nature and the seasons.

In **2019-2020** we will continue to make an active contribution to the development of the City of London Corporation Sports and Physical Activity Strategy.

We will develop a programme of events and activities to mark the 150<sup>th</sup> Anniversary of the Hampstead Heath Act 1871, the foundation legislation that brought the Heath into public ownership, providing information to visitors and enabling them to gain a better understanding of the Heath and its importance.

Our events will focus on increasing participation and we will continue to promote events like Give it a Go! and the national #ThisGirlCan campaign, both of which are run in conjunction with the London Borough of Camden's initiative, 'We Can Move', a programme that encourages Camden residents to move more and improve their health.

### **C - The Heath is inclusive and welcoming to a diverse range of visitors**

In **2018-2019** we improved access to the Heath for those with a disability by replacing our fleet of mobility scooters with three new models, available to hire for free. The mobility scooters are kept at the Parliament Hill Fields Lido, which is ideally located

for accessibility, being adjacent to a car park with blue badge parking spaces and a nearby Overground Station with step-free access.

#ThisGirlCan is a series of organised activities that encourage women and girls to try out a new sport or activity for free, in partnership with sports clubs that use the Heath. In 2018, the activities on offer included gardening, fencing, tennis, bowls, croquet, athletics, rugby and military fitness, with plans to expand this in future years.

To ensure the Heath continues to be a place where people feel safe, the Hampstead Heath Constabulary continued patrols, reassuring visitors through their presence and providing a response to infringements of byelaws and regulations. The Constables work closely with stakeholders such as the Metropolitan Police Service and the other Emergency Services to tackle challenging issues on the Heath. Constables focus their patrols on the issues which matter most to our users, including anti-social behaviour, dog control and cycling on pedestrian-only routes.

In partnership with Heath Hands, Community Heath was established. The first festival took place in summer 2018, offering free activities and encouraging people to socialise with their neighbours. The aim was to promote physical and mental health and wellbeing, as well as offering opportunities to become involved in sport, recreation and volunteering on the Heath. In 2018, over 1,200 people were involved in Community Heath activities. A total of 90 events were held that encouraged participation in recreation and volunteering opportunities.

In **2019-2020** we will continue to support the Community Heath project that forms links with different local organisations, helping encourage an even more diverse audience to visit the Heath and participate in recreation or volunteering opportunities.

We will develop a project to ensure our swimming facilities are accessible to all and we will aim to improve accessibility at Golders Hill Park, in response to a survey focusing on its car park.

We will continue to develop digital communications, including social media, to expand our audiences and ensure as many people as possible know more about the Heath, what's on offer and how to take part.

### **D – A greater number and diversity of people taking care of the Heath**

In **2018-2019** we developed recommendations for the future management of waste and recycling. Heath staff worked with Keep Britain Tidy to look at what waste is typically brought to the Heath and how we can encourage visitors to bring less of it, and to take their rubbish away with them when they leave.

We have continued to support our volunteering charity, Heath Hands, who reported an increase of around 10% in volunteering activity, contributing to more than 13,000 hours of voluntary conservation and maintenance work on the Heath. There was a particularly noticeable increase in volunteering activity relating to wildlife monitoring, supporting the Heath's Ecologist.

The Heath's Ranger Team has developed a partnership with the charity Phoenix Futures, which supports people who are recovering from addictions while getting back into work. Several projects were identified where volunteers from Phoenix Futures could work alongside our staff to help conserve the Heath. This provides the volunteers with a lasting connection with the Heath, even though some of them may never have visited it before. As a result of this partnership, one of the volunteers from Phoenix Futures has gone on to find employment as a gardener.

In **2019-2020** we will continue to implement and promote recycling, including installing two new recycling points at Parliament Hill that will be part of a new recycling contract. A clear communication campaign will promote these developments to build awareness, improving visitor understanding of why we are doing this and how they can help us conserve the Heath.

In conjunction with Heath Hands, we will identify additional volunteering opportunities for wildlife and interpretation projects, to enable more visitors to become involved with caring for the Heath.

We will continue to work with stakeholders to produce a code of conduct for dog walkers and fitness instructors, to inform a future licensing scheme that will enable us to understand how best to work with these stakeholder groups, ensuring that everyone is able to enjoy the Heath.

We will focus on changes to our fleet, plant and equipment to ensure compliance with the Ultra-Low Emissions Zone regulations and promote a greener Heath by using sustainable equipment.

We will commence the feasibility study for the Parliament Hill Fields area of the Heath to understand how we can best use our facilities to support visitors and manage the space effectively.

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If you would like further information or to get involved with any of the initiatives mentioned in this Update, you can contact us at [hampstead.heath@cityoflondon.gov.uk](mailto:hampstead.heath@cityoflondon.gov.uk).

If you would like to volunteer with Heath Hands, you can email: [info@heath-hands.org.uk](mailto:info@heath-hands.org.uk).

Follow us on twitter: [@CityCorpHeath](https://twitter.com/CityCorpHeath)

Find us on Facebook: [facebook.com/hampsteadheathofficial](https://facebook.com/hampsteadheathofficial)

Find us on Instagram: [@ColHampsteadHeath](https://www.instagram.com/ColHampsteadHeath)

The Hampstead Heath Management Strategy 2018-2028 can be found at <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/Documents/heath-strategy.pdf>



### Definition of Key Terms

Key areas of reporting include inputs, activities, outputs, outcomes and impact. The diagram indicates how each of these is linked to the others, and the definitions are listed below.



- **Input:** Resources that are required to undertake the activities, for example money, people, information or time.
- **Activities:** The actions, tasks and work a project or organisation carries out to create its outputs and outcomes, and achieve its vision. Can also be called processes or interventions.
- **Outputs:** Products, services or facilities that result from an organisation's or project's activities. For example, workshops, leaflets, case work sessions or a brokerage service.
- **Outcomes:** The changes, benefits, learning or other effects that result from what the project or organisation **makes, offers or provides**.
- **Impact:** Longer-term effects of a project or organisation's work that people achieve for themselves. This can include effects on people who are direct users of a project or organisation's work, effects on those who are not direct users, or effects on a wider field such as government policy.

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<b>Committee(s):</b> Hampstead Heath, Highgate Wood and Queens Park Education Board Open Spaces and City Gardens West Ham Park Committee Epping Forest and Commons	<b>Date(s):</b> 11 September 2019 12 September 2019 14 October 2019 14 October 2019 18 November 2019
<b>Subject:</b> Three year review of the Open Spaces Department's 'Green Spaces, Learning Places' programme	<b>Public</b>
<b>Report of:</b> Colin Buttery, Director Open Spaces Department	<b>For Information</b>
<b>Report author:</b> Abigail Tinkler, Head of Learning, Open Spaces Department	

## Summary

This report and appendix provides Members with a review of the Open Spaces Department's three year (2016 to 2019) learning programme which delivered learning, play and volunteering opportunities to local children and adults at Hampstead Heath, West Ham Park, Epping Forest and Queens Park. The review provides a measure of success against the original ambitions of the programme and the lessons that have been learnt that will inform the future programme.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The charity arm of the Open Spaces Department received three year tapering funding from City Bridge Trust (CBT) in 2016 to deliver a new centrally co-ordinated outdoor Learning Programme: 'Green Spaces, Learning Places', focused on delivering to urban and deprived communities close to our open spaces.
2. This approach was centred around five impact areas; understanding, confidence, involvement, wellbeing, and connection. Using this approach, the learning team designed learning projects and services that deliver impact in our local communities.
3. The programme was predominantly delivered at Hampstead Heath, Epping Forest (including Wanstead Flats) and West Ham Park.

## Current Position

4. This report provides, as Appendix 1, a review of the three years of the grant funded 'Green Spaces, Learning Places' programme.
5. The review outlines the different programmes that were offered and delivered including programmes for schools, sessions for Pupil Referral Units and young carers (Green Talent), open access play provision at Hampstead Heath, community engagement and volunteering development as well as the creation of a wildlife garden in West Ham Park. It provides details on participation numbers, achievement against targets and a summary of results of the programme's 'impact areas' evaluation that was undertaken jointly with the University of Derby.
6. The Programme exceeded its participation target and reached over 120,000 participants. The two areas which overachieved their targets to the greatest extent were the School service programme overachieving the three year target by 56% and the Green Talent programme by 78%. More information on participation levels is detailed in the review in Appendix 1.
7. CBT funding for the programme ceased on 31 March 2019. Based on the success of the Learning Programme and its delivery of many of the Corporate Plan outcomes, Education Strategy aims and Social Mobility Strategy outcomes, Members supported a request for an increase in the Open Spaces Department's resource base thus mainstreaming the Learning Programme within the core service of the Department. This additional funding is subject to the Fundamental Review.
8. The core learning programme from 2019 is listed below and opportunities for expansion and new initiatives will seek external funding for delivery.
  - Schools service operating out of Hampstead Heath, Epping Forest, West Ham Park
  - Green Talent programme working with young people struggling in education and/or furthest from the job market
  - Play activities at Hampstead Heath
  - Volunteer development and community outreach work

## Corporate & Strategic Implications

9. **The Corporate Plan 2018 – 2023** - The 'Green Spaces, Learning Places' programme is contributing to the delivery of all three of the Corporate Plan's overarching aims and seven of the 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:**
    8. We have access to the skills and talent we need.
  - **Shape outstanding environments:**
    10. We inspire enterprise, excellence, creativity and collaboration
    12. Our spaces are secure, resilient and well-maintained
10. **Social Mobility Strategy 2018 – 2028: Potential today, success tomorrow.** The learning programme supports this CoL strategy, particularly in respect of achieving the outcomes:

- Everyone can develop the skills and talent they need to thrive
- We role model and enable social mobility in the way we operate as an organisation and employer

11. **Education Strategy 2019-23** - the programme supports the CoL's Education Strategy 2019-2023, particularly in respect of strategic aims:

- Provide an educational experience that enriches and inspires through access to the learning opportunities that the City's cultural, heritage and environmental assets offer, combining creativity, innovation and enterprise alongside tradition and continuity;
- Provide high quality exposure to the world of work at all stages of education to enable pupils to make informed career choices

12. **Open Spaces Department Business Plan** - The Learning programme makes an outstanding contribution to the delivery of our Departmental top line objective: '*Spaces enrich people's lives*' and its four underlying outcomes:

- People enjoy good health and wellbeing
- Nature, heritage and place are valued and understood
- People feel welcome and included
- People discover, learn and develop

## Implications

### Financial

13. The programme was funded by the CBT to the sum of £400,000 over three years as a tapering grant (£220k, £130k, £50k).

14. Efforts to raise additional external funds were not successful for two key reasons:

- most funders do not fund existing projects
- the reputation of the City as a wealthy organisation hindered fundraising efforts, particularly when the number of funding bids outstrip the funds available.

These factors are unlikely to change in the future, but the Learning Programme will pursue external funding options for new and additional learning initiatives.

15. As the programme was not able to secure significant external funding it was agreed that Open Spaces Department underspend and/or a City Cash contribution up to £200k would provide the shortfall in 2017/18 and 2018/19. A Priority Investment Pot bid was successful in May 2018 and £87k was awarded to cover the additional shortfall in 2018/19.

## Learning programme outturn position 2016-19

	2016/17 £'000	2017/18 £'000	2018/19 £'000
<b>Total Expenditure</b>	<b>-356</b>	<b>-329</b>	<b>-288</b>
<b>Income:</b>			
School fees	27	41	42
Grants & CBT funding	220	140	55
<b>Total Income</b>	<b>247</b>	<b>181</b>	<b>80</b>
<b>Net Expenditure</b>	<b>-109</b>	<b>-148</b>	<b>-208</b>
Shortfall funded by:	Open Spaces Department underspend	City Cash contribution	Priority Investment Pot City Cash contribution

## Conclusion

16. The 'Green Spaces, Learning Places' Programme delivered a successful three year programme reaching 120,00 participants, including over 42,000 school pupils, many from the more deprived communities that surround West Ham Park, Hampstead Heath and Epping Forest.
17. Evaluation of the experiences of attendees on the programme concluded that participants have significantly improved their understanding, wellbeing, confidence, connection and involvement with nature and the outdoors.
18. On 7 March 2019 the Court of Common Council approved a £395,000 increase in the Open Spaces Department's resource base which embeds the Learning Programme as a core service within the Department, subject to the Fundamental Review. .

## Appendices

- Appendix 1 Three Year Review of the Green Spaces, Learning Places Programme
- Appendix 2 Learning Principles
- Appendix 3 Maps showing school programme reach and areas of deprivation in London

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## Appendix 1: Three year review of the Open Spaces Department's 'Green Spaces, Learning Places' programme

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## Executive Summary

'Green Spaces, Learning Places', the City of London Corporation Open Spaces Department's innovative learning programme, launched in 2016 with a remit of effecting change across five impact areas: understanding, confidence, involvement, wellbeing, and connection.

The programme was developed in response to a growing consensus that spending time in nature is beneficial to health and wellbeing, and a concern over health and wellbeing inequalities as people in deprived areas of London face more barriers than most to accessing nature. In order to tackle this inequality, delivery was focused on spaces located near areas of high deprivation, with programmes operating from West Ham Park, Hampstead Heath, Epping Forest and Queens Park.

The programme provided a key method for the City of London to contribute to the health and wellbeing of residents of some of London's most deprived communities through connecting them more powerfully to their local green spaces.

The three year programme delivered:

- Four innovative community-based projects: Green Talent, Wild Schools, Wild East and Playing Wild
- Two reinvigorated school services (Hampstead Heath and Epping Forest)
- Two revitalised play centres (Hampstead Heath)
- A volunteering programme.

## Key achievements:

- **The programme has delivered vital aspects of the City of London Corporation's Corporate Plan, Social Mobility Strategy and Education Strategy.**
- **The programme engaged over 120,000 participants and exceeded its participation target by 16 %.**
- **A bespoke evaluation toolkit was developed to measure the learning programme's impact. Evaluation data was analysed by university researchers, who reported that:**
  - **quantitative data showed a "statistically significant" increase across all five impact areas**
  - **qualitative data showed participants were "positively influenced by their engagement with the programme".**
- 100% of participating school teachers reported that their learning outcomes have been met
- 14,554 children who are eligible for pupil premium (an indicator of disadvantage) participated in the school offer
- 80 young people benefitted from work experience placements and associated training
- A vision for volunteering was developed for the Open Spaces Department, positioning volunteers as a key beneficiary
- The programme won the 2017 CoL Award for Innovation in Equality and Inclusion



- The Green Talent programme was shortlisted for the 2018 Horticulture Week Custodian Award for Best Community Initiative
- Bespoke programmes were delivered for Young Carers, Pupil Referral Units children with autism and Grenfell Families
- Learning officers were invited to showcase their work and share their expertise at the National Sustainable Schools Conference, London Environmental Education Forum and Culture Mile Learning
- A paper has been accepted for publication in the Journal for Environmental Education, showcasing the development of the evaluation toolkit and the success of the programme across the five impact areas.

### **Feedback from participants:**

- *“A wonderful facility and resource in the heart of London that enables essential learning for inner city children”* (teacher, school services)
- *“This is my first experience in nature, I have a bond with nature, but my mum can’t take me to the park”* (student, school services)
- *“The work experience placement really boosted my confidence ... I found the whole thing very motivational and calming”* (young person, Green Talent)
- *‘To be honest, I just thought it was football pitches. I had no idea all this nature was here’* (family participant, Wild East)
- *“It’s so nice to know my 8 and 10 year old can come and get involved in the play outside and activities .... as we live in a tower block and my children can’t play out where we live”* (parent, Adventure Clubhouse).

### **Key challenges:**

- The programme struggled to raise funding through external grants once the programme had launched as most funders do not fund existing projects, and the reputation of the City as a wealthy organisation hindered fundraising efforts

## Introduction

### - Background

'Green Spaces, Learning Places'(GSLP), the City of London Corporation Open Spaces Department's innovative learning programme, launched in 2016. Prior to 2016 the Open Spaces Department provided a range of education opportunities across its sites which lacked both consistency and shared strategic focus. GSLP was developed to deliver a unified, outcomes-based and centrally co-ordinated learning programme, focused on delivering to deprived communities close to our open spaces.

### - Rationale

The GSLP programme was developed in response to:

- a growing consensus that spending time in nature is beneficial to health and wellbeing, whilst contact with nature is becoming more infrequent
- an understanding that access to green space is not equal, with people in deprived areas of London facing more barriers than most to accessing nature, which can impact on physical activity levels and mental health
- a concern that visitors to our Open Spaces are not always representative of the local communities, with Black, Asian and minority ethnic groups (BAME) and deprived communities under-represented
- a recognition that barriers to accessing green spaces exist for local communities, including fear of getting lost, a lack of confidence in the outdoors, a lack of understanding of the activities available, and a feeling that our spaces are 'not for them' (highlighted through consultation with communities adjacent to our Open Spaces)
- a concern about the attainment gap between disadvantaged school students and their peers
- a recognition of the value of play in young people's development, with natural play having a lasting impact on the development of children's connection, understanding and appreciation for the natural environment.

### - Strategic Value

The GSLP programme contributes to the delivery of all three of the Corporate Plan's overarching aims and seven of the 12 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:*

- 8. We have access to the skills and talent we need.
- *Shape outstanding environments:*
  - 10. We inspire enterprise, excellence, creativity and collaboration.
  - 12. Our spaces are secure, resilient and well-maintained.

The learning programme also supports delivery of the following corporate strategies:

**Social Mobility Strategy: Potential today, success tomorrow:**

- Everyone can develop the skills and talent they need to thrive
- Opportunity is accessed more evenly and equally across society

**Education Strategy:**

- Provide an educational experience that enriches and inspires through access to the learning opportunities that the City's cultural, heritage and environmental assets offer, combining creativity, innovation and enterprise alongside tradition and continuity;
- Provide high quality exposure to the world of work at all stages of education to enable pupils to make informed career choices

**Open Spaces Department Business Plan:**

- People enjoy good health and wellbeing
- Nature, heritage and place are valued and understood
- People feel welcome and included
- People discover, learn and develop

**Funding**

Grant funding was provided by City Bridge Trust (CBT) on a tapering three-year grant (£220k, £130k, £50k). The aspiration was to raise additional funds through external grants and school fees, and for the programme to become self-sustaining.

Income generation through the school service was successful, and raised £27k, £41k and £42k per year (whilst addressing cost barriers for schools by partnering with the City of London/Culture Mile School Visits Fund).

Whilst some additional funding was provided by the Ernest Cook Trust (10k) and the Company of Actuaries Charitable Trust (£5k), efforts to obtain sufficient additional grant funding were not successful as most funders do not fund existing projects, and the reputation of the City as a wealthy organisation hindered fundraising efforts. To meet the shortfall, City Cash contribution / Open Spaces Department underspend provided £200k in 2017/18 and 2018/19, and a Priority Investment Pot bid provided £87k in 2018/19 to meet the annual running cost of £382k.

## Impact areas

To tackle the challenge of a growing disconnect with nature and green spaces, the learning team designed programmes to effect change across five impact areas:

<i>Understanding</i>	<i>Confidence</i>	<i>Nature connection</i>	<i>Wellbeing</i>	<i>Involvement</i>
People understand the value and importance of green space	People are confident to use green spaces, as part of our activities or independently	People develop a sense of place with green spaces	People have restorative and meaningful experiences in green spaces	People take positive action for, and get involved with, green spaces

To maximise impact, the learning team targeted our programmes to reach those who could benefit the most, including school children growing up in poverty, young people excluded from mainstream schooling, and local people from communities that were under-represented in our green spaces. Ambitious output targets were set for participation. Measuring our impact was seen as vital, and the team collaborated with academic partners at Derby University to create a bespoke evaluation toolkit.

## Learning principles

The team developed a set of learning principles for schools and play (see Appendix 2) which have informed the programme's development. The development of the principles involved combining relevant research with the professional expertise of learning team members to create a shared approach to learning programme development and delivery. Team members' professional expertise (accumulated over time through reflection on experience of learning programme development, delivery and evaluation) was valued from the start and cross-referenced with academic research.

Recognising the importance of children having time to explore green spaces to build connection and confidence, and emphasising doing and discovering to support participants as active learners, are just some highlights from these principles.

The principles:

- map across the five impact areas
- bring together the expertise of the team and relevant research
- enable shared reflective practice and a shared vision for quality learning
- increase the level of active engagement of participants
- provide a tool for effective decision making and peer review

Learning officers were invited to showcase their work on the principles at the National Sustainable Schools Conference and the London Environmental Education Forum.

## Programme delivery and team expertise

A GSLP team was created to develop and deliver the programme, bringing together expertise in outdoor learning, schools, play, volunteering and youth work. Nine full time officers and one part time officer were located at the key delivery sites (Hampstead Heath, Epping Forest and West Ham Park), and an additional pool of casual educators and play workers supported programme delivery on Hampstead Heath.

## Programmes

The three-year programme delivered:

- Four innovative community-based projects: Green Talent, Wild Schools, Wild East and Playing Wild
- Two reinvigorated school services (Hampstead Heath and Epping Forest)
- Two revitalised play centres (Hampstead Heath)
- A volunteering programme.

## Green Talent

### *Overview*

Green Talent worked with young people struggling in education and/or furthest from the job market, providing opportunities to explore careers in the environmental and green spaces sector. Based at Hampstead Heath and targeting 13 – 18 year olds, as well as 19 - 25 year olds with additional support needs, the programme provided facilitated opportunities for young people to recognise and develop their individual talents and skills. For example, completing outdoor conservation tasks boosted resilience, confidence and self-esteem through the achievement of purposeful goals, and activities such as sharing food around a fire helped to build peer relationships by opening dialogues around a shared new experience.

The project included a number of bespoke sessions for groups including Young Carers and Grenfell Families, and delivered sessions for students at five Pupil Referral Units across Brent, Barnet and Haringey.



Green Talent participants learning and contributing through environmental conservation tasks

### Accreditation

To enable the young people to obtain credits for their work, which helped them and others to recognise their achievements, the Green Talent Programme was accredited with ASDAN (a curriculum development and awarding organisation), to offer a flexible, multi-level programme in land-based sector vocational training.

### Feedback

Comments from participants show how the programme has boosted their confidence and broadened their skills, knowledge and horizons - both of which are key to enabling people to expand their career and life opportunities:

- *“The work experience placement really boosted my confidence, I really enjoyed being able to do lots of different activities. I found the whole thing very motivational and calming”*
- *“I feel ready for work and less scared”*
- *“I felt really involved here, like my opinions mattered so I’d be really happy to come back”*

### Project targets

The project exceeded most of the target outputs set at the start of the GSLP programme:

Programme Strands	Target	Actual	Notes
Number of young people participating in one day taster events	100	221	Achieved
Number of one day taster events delivered	30	18	We ran fewer one day taster events, however, we exceeded the participation target
Number of volunteers recruited and trained to help deliver the events	5	19	Achieved
Number of young people participating in longer term placements (minimum 2 weeks)	6	54	Achieved  Included placements of 26 weeks for young people at pupil referral units
Total number of young people participating in the programme	184	388	Achieved

### *Partnership working*

Green Talent worked with partner organisations to develop the project and improve its reach. Key partners included:

London Ambitions – a London Assembly-led careers programme to match young people with employer-based activities

London Youth – a charity working to give young people access to new and enriching opportunities

The Winch – a Camden based Youth Club working as part of 'North Camden Zone' to improve the life outcomes for young people growing up in North Camden

Capel Manor – a college offering training and qualifications in land-based subjects (horticulture, groundsmanship, garden design, etc.).

### *Additional achievements*

- The Green Talent programme was shortlisted for the 2018 Horticulture Week Custodian Award for Best Community Initiative



## Wild Schools

### Overview

Wild Schools took a full-school approach with a small number of London's inner-city primary schools, working to embed outdoor learning in West Ham Park within the schools' practice.

West Ham Park is located in Newham, which is ranked in the worst four London boroughs for child poverty (Trust for London).

Building relationships with a small number of local schools, enabling repeat visits from multiple year groups, and working collaboratively with teachers to produce relevant outdoor learning sessions was key. Set up to tackle the many barriers that exist to schools using their local green spaces, including teacher confidence, health and safety concerns and a lack of understanding of how the natural world can be linked to various curriculum subjects, the project worked directly with teachers and students to deliver a cross curricular learning programme.

Programmes included a hands-on maths trail which enabled children to apply their maths skills to solving practical challenges, immersive multi-sensory workshops to stimulate creative writing, exploration of habitats (e.g. pond dipping), and exploration of local history (e.g. uncovering allotments from WW2 and exploring life for local people through considering the meals they could/could not produce).

The project delivered regular forest school sessions for local Special Educational Needs & Disability (SEND) students, giving these children time to build confidence and skills together. Regular sessions where children could choose activities of interest to them and contribute to the maintenance of the outdoor space developed a great sense of ownership. Activities such as creating and experiencing the warmth of a fire on a snowy day provided them with a distinctive and memorable experience which facilitated a deeper connection with the space.



Local school children contributing to the development of a new wildlife garden as part of a regular Forest School session



A shelter designed and built by children attending regular sessions for local SEND students



### *Project targets*

The project exceeded the participation targets for number of primary school students and number of schools. In response to teacher feedback, the programme did not run as many CPD sessions or assemblies as planned at the outset.

<b>Programme strands</b>	<b>Target</b>	<b>Actual</b>	<b>Notes</b>
Number of primary school children engaged in the project	<b>9,000</b>	<b>10,625</b>	Achieved
Number of schools engaged in the project	<b>15</b>	<b>22</b>	Achieved 890 outdoor sessions were delivered across 22 schools.
Number of volunteers are recruited and trained to help deliver the sessions	<b>10</b>	<b>23</b>	Achieved
Number of CPD sessions are delivered to teachers participating in the project	<b>30</b>	<b>18</b>	Formal CPD sessions have been delivered as part of whole staff after school INSET sessions and also with smaller groups of teachers to help with delivering specific areas of the curriculum outside.  In consultation with schools, alternative methods were also used to upskill teachers, including session observation with one-to-one follow-up discussions, support for teachers working towards Forest School qualifications, and working with teachers and students to create wildlife areas within their school grounds.
Number of assemblies are delivered to schools participating in the project	<b>30</b>	<b>3</b>	In consultation with schools, alternative methods were used for whole school participation, which focused on outdoor engagement. These included a whole school 'Maths Trail' developed in conjunction with Elmhurst Primary and rolled out to our other partner schools, and working with students and teachers to create wildlife areas within their school grounds.
Number of nature friendly schools outreach sessions are delivered by the RSPB to participating schools	<b>15</b>	<b>0</b>	This was not possible due to a restructuring at the RSPB

## Feedback

*“Fantastic activity! All the children very excited throughout. Naturally using strong language without being prompted. Carefully planned and executed activity. Thank you for providing reception children with a wonderful experience”* Teacher, Wild Schools

## Reaching disadvantaged children

Through monitoring school pupil premium as an indicator of disadvantage, we know that Wild Schools have reached a significant numbers of these students. 100% of the visits were from state schools, and of these students, **5,737 (57%) were eligible for pupil premium**, compared to an average of 37.7% for inner London.

Pupil premium is an indicator of disadvantage as it is allocated to children who have been in receipt of free school meals, looked after or adopted from care.

See appendix 3 for maps illustrating the programme reach within areas of deprivation.

## Additional achievements

- The project introduced school groups to Wanstead Flats, including a programme for school children to create artwork inspired by their visits which was then displayed in a local library (Forest Gate Curve). The children's work helped to develop knowledge of Wanstead Flats wildlife within the local community
- Regular sessions were developed for a school for children with autism. The specialist teachers commented that they were really impressed and delighted with the positive effects the outdoor programme had on the children's learning
- A new wildlife garden area was created in West Ham Park which provides an additional space for learning activities, including providing a quiet and private space for groups with autism, and a space in which local school children and volunteers can contribute to habitat maintenance. Strong collaboration between the Learning and West Ham Park teams ensured that the garden design and development provided a rich environment for learning.



School children making observational drawings at Wanstead Flats, in preparation for collage making.



One of the Wanstead Flats collages produce by the children following their visits to the site.

## Wild East

### Overview

Wild East delivered exciting mobile events for families in West Ham Park and Wanstead Flats. Using bespoke interpretation tricycles and fun activities, volunteers encouraged families to learn more about the natural environment and build confidence to use their green spaces. Activities such as making bird feeders and identifying local birds helped people connect to nature in their local green space by making close observations, recognising similarities and differences, and playing a part in conserving local species. The activities enabled participants to be physically active, connect socially, learn new skills, contribute, and spend time outdoors, all of which can contribute to improved health and wellbeing.

The programme targeted families and communities in Newham and Redbridge. Newham is a multicultural borough ranked in the worst four London boroughs for poverty (Trust for London).



The Wild East interpretation tricycle on Wanstead Flats

### *Reaching under-represented local community groups*

The programme worked with a variety of under-represented local community groups, including:

- Hibiscus Caribbean Elderly Association
- EKTA Project (Community of Asian older people, including fragile, isolated, mildly confused and disabled people)
- Sheba Project (charity working with a variety local groups including refugees and unemployed people)
- 'Together!' (community group of artists with disabilities)
- Community mental health service user groups

By taking the time to listen and understand the barriers to accessing open spaces, the programme successfully facilitated first-time visits to the open spaces. Support to plan a visit (such as how to get there, knowing where the toilets are and choosing a spot for a picnic), a warm welcome and a short tour helped new groups to feel safe, valued and supported. A facilitated first-time visit to West Ham Park for disabled artists 'Together' led to a number of subsequent visits including a painting trip to Wanstead Flats and participation in a botanical drawing event at West Ham Park. Groups were also introduced to 'Friends of West Ham Park' (a local residents group who run activities in the park) leading to further opportunities for participation.

#### *Project targets:*

The project performed well against participation targets set at the start of the GSLP programme, however, there were challenges in engaging local volunteers.

Programme strands	Target	Actual	Notes
Number of participants in family guerrilla interpretation events focusing on building connections with nature	4000	4134	Achieved
Number of volunteers trained to deliver guerrilla interpretation events	45	17	Below target  See 'key challenges and recommendations for the future programme' p31
Number of RSPB family events participants	800	1031	Achieved
Number of interpretation kits developed	6	10	Achieved
Bespoke sessions for community groups	9	15	Achieved

#### *Feedback*

*"Many a family cannot afford summer holidays abroad - missing out on refreshing and enriching experiences. For these families, parks are vital, and we need to unlock these spaces so as we enjoy their full potential."* - Wild East participant, West Ham Park

*"To be honest, I just thought it was football pitches. I had no idea all this nature was here"*. Wild East Participant, Wanstead Flats

#### *Additional achievements*

- 53% of Wild East participants were from black, Asian and minority ethnic groups (BAME).



## Playing Wild

### Overview

Playing Wild addressed barriers to connection with nature through targeting families with under-5s through natural play activities on Hampstead Heath and Queens Park. The programme provided drop-in natural play events, designed to help families explore the natural world, understand the risks and benefits of natural play, and increase their confidence to play in natural settings. Working in partnership with a range of local nurseries, play groups and family centres, activities were developed to meet their needs, breaking down the barriers of playing outside through building confidence in both parents and children.



Playing Wild participant exploring on Hampstead Heath

Whilst the programme consulted regularly with local people, worked in partnership with local family and early years centres, and delivered events designed to meet the needs of the target audience, session uptake was low. It was felt that the One O'clock Club was a more effective mechanism for working with local families (see lessons learned).

The programme also developed six-week Playing Wild training courses for both parents and early years practitioners, providing them with the knowledge, confidence and skills to play with young children outdoors independently. Participants are provided with playing wild kits to ensure that they can continue to play wild after the course has finished. A Playing Wild trail has also been developed for independent use in the Parliament Hill Fields area (south end of Hampstead Heath).

### *Project targets*

The project achieved many of the targets set at the beginning of the three year GSLP programme, however, numbers participating in the natural play events were very low.

Programme strands	Target	Actual	Notes
Number of bespoke events working with local early years or family centres	15	24	Achieved 677 participants attended
Number of natural play events are delivered	90	91	Achieved
Number of parents and under-5s participating in Playing Wild natural play events	2,000	493	Below target See 'key challenges and recommendations for the future programme' p31
Number of volunteers are recruited and trained to help deliver the events	10	8	
Number of networks of parents developed to provide continuing support	1	0	The project engaged with 'Camden Connecting Parents' and 'North Camden Zone, however, a Playing Wild network was not viable due to the relatively low numbers attending the Playing Wild programme. The programme adapted by creating a training programme to bring parents and practitioners together.

### *Additional achievements*

The project delivered drop-in family learning activities at a variety of events including the 'Give it a Go' festival at Hampstead Heath and the Christmas Fair at The View in Epping Forest, reaching 1,205 participants.

## Two reinvigorated school services (Hampstead Heath and Epping Forest)

### Overview

High quality booked sessions were delivered to a wide range of schools at our Epping Forest and Hampstead Heath education centres.

The Epping Forest programme was based at The View visitor centre near Chingford, with sessions delivered in the adjacent forest and Tudor hunting lodge. The Hampstead Heath Programme operated from the Education Centre building in Parliament Hill Fields and the 'Glassroom Classroom' in Golders Hill Park, with sessions delivered in bespoke teaching gardens as well as the wider Heath. Both sites provided a variety of habitats for exploration.

Brand new sessions were developed to support the National Curriculum and promote awe, wonder and inspiration as children learned through active engagement with the open spaces. Based on the unique features of the sites and the needs of schools, the programme provided rich opportunities to:

- Learn through first hand observation (e.g. exploring habitats, life cycles, seasons)
- Stimulate the imagination (e.g. creating stories inspired by nature, creating art work using natural materials)
- Give children an active role (e.g. pond dipping, orienteering, field work)
- Enable children to see the relevance and application of their knowledge and skills beyond the classroom (e.g. solving a real-life practical challenge such as assessing pond health or testing materials to build a dam)
- Uncover evidence of local history (e.g. finding bomb craters in the Epping Forest site)
- Develop team working skills (e.g. team den building).

Programmes were offered from nursery to A level, with most visits coming from primary schools.



Primary school group learning from nature on Hampstead Heath

## Feedback

*“An informative and engaging day that sparked a love of nature in our students”* school teacher

*“A wonderful facility and resource in the heart of London that enables essential learning for inner city children”* school teacher

*“This is my first experience in nature, I have a bond with nature, but my mum can’t take me to the park”* primary school student

*“I found them (activities) very exciting and very helpful for my learning”* primary school student.

## Project targets

The schools service exceeded the participation targets set at the start of the GSLP programme:

Programme strands	Target	Actual	Notes
Number of school students attending school sessions at Epping Forest	5,125	7,737	Achieved
Number of school students attending school sessions at Hampstead Heath	15,375	24,225	Achieved

## Reaching disadvantaged children

Through monitoring school pupil premium as an indicator of disadvantage, we know that the school services have reached a significant number of these students:

At Epping Forest, 86% of our school visits were from state schools, accounting for 6,654 students. Of these students, **2,129 (32%) were eligible for pupil premium**. The average pupil premium for outer London is 28.2%.

At Hampstead Heath, 70% of our school visits were from state schools, accounting for 16,958 students. Of these students, **6,444 (38%) were eligible for pupil premium**. The average pupil premium for inner London is 37.7%.

See appendix 3 for maps illustrating the school programme reach within areas of deprivation.

## Partnerships

The school service has worked in partnership with Culture Mile Learning, London Environmental Education Forum (LEEF), Field Studies Council and Waltham Forest Music Education Hub (WFMEH). Highlights include co-delivery of training days for LEEF, working with WFMEH to develop an Epping Forest artist-in-residence learning programme for schools, and working with Culture Mile Learning to develop a shared evaluation framework.



### *Additional achievements*

- A new approach was developed and launched for secondary schools, allowing teachers the flexibility to combine onsite, classroom and online resources. A new web pages provided a menu of activities linked to key themes such as careers, working scientifically and environmental change. Resources included inspiring films of career role models from within the Open Spaces department.
- The team were asked to show case their work in school programme development at the National Sustainable Schools Conference and the London Environmental Education Forum
- 100% of participating teachers reporting that their learning outcomes have been met
- The programme has engaged with 250 pupils from two City Academies: Highgate Hill and Hackney. Teachers commented that the programmes supported the students in seeing the relevance of their learning beyond the classroom, which is vital in raising aspirations.

## Two reinvigorated play centres (Hampstead Heath):

### Overview

Two play centres at Hampstead Heath provided both indoor and outdoor play facilities, with an Adventure Clubhouse providing play facilities for under-16s, and a One O'clock Club providing play facilities for under-fives and their parents/carers. The centres are located in the south of the Heath, close to areas of deprivation such as Gospel Oak ward where there is 39% child poverty (Open Data, Camden Council).

During opening hours, the play centres were staffed by playworkers who were able to support young people's play and learning. The Adventure Clubhouse is open from April to October, offering a school holiday programme and after school provision. The One O'clock Club is open all year round, offering afternoon sessions every weekday.

Both provisions were free to access and provided a space where children could play and engage in activities that they had freely chosen, including both facilitated play and free play. Outdoor play included den building, sand, mud and water play, obstacle courses and circus skills. Indoor activities included mask making, leaf printing and badge making. At the Adventure Clubhouse, outdoor adventure play structures were also provided.

Children over the age of eight were able to visit without an accompanying adult, which enabled children whose parents/carers are not able to take them to activities outside school to participate.

*"It's so nice to know my 8 and 10 year old can come and get involved in the play outside and activities at the Adventure Clubhouse and always feel welcome, as we live in a tower block and my children can't play out where we live"* Parent, Adventure Clubhouse



Water slide at the Adventure Clubhouse



'Mud kitchen' at the One O'clock Club

### *Project targets*

The play service exceeded the overall participation target set at the start of the GSLP programme, however, at the One O'clock Club, the number of adult participants was slightly lower than the target.

Programme strands	Target	Actual	Notes
Number of young people attending the Clubhouse	24,000	26,063	Achieved
Number of under-5s attending the One O'clock Club	24,000	26,123	Achieved
Number of adults attending the One O'clock Club	21,000	19,870	The ratio of adults to children was 1:1.3 (actual) rather than 1:1.1 (target)
<i>Total number of participants</i>	<i>69,000</i>	<i>72,056</i>	Achieved

### *Community cohesion*

The play centres are located adjacent to the borough of Camden, which is ranked in the worst four London boroughs for income inequality (Trust for London).

The play centres bring individuals and communities together to share experiences and promote mutual respect and tolerance. Analysis of postcode data from participants shows that the centres are engaging people from wards where poverty is high, such as Gospel Oak and Haverstock, as well as wards in which most areas are affluent, such as Hampstead Town. The play facility provides an open, welcoming space in which communities can meet and engage in a shared interest regardless of background and circumstance, thus supporting community cohesion.

*"It's a home from home. A safe and wonderful environment to flourish and for confidence to grow."* Parent, Adventure Clubhouse

### *Additional achievements*

- Detailed designs were produced for improved outdoor play areas

In 2016, a review of the play centres identified that the facilities were not aligned to the strategic aim of engaging people with green spaces due to their reliance on traditional play structures. In addition, the learning team audited the play spaces for accessibility and identified barriers and gaps in the provision.

The learning team worked with colleagues at Hampstead Heath to create a set of design criteria for improved outdoor play spaces, with the aims of emphasising natural play and exploration, improving accessibility, catering for a range of styles of play, and providing graded challenges to enable children to take risks and learn at their own pace.

Working with specialist designers and play centre visitors, detailed design and costs for improved outdoor play provision were created. The first construction phase is planned for November 2019.

## Volunteering

### Overview

The learning volunteering programme created a new Vision for Volunteering which positioned volunteers as beneficiaries of the programme, and defined goals for the volunteering experience:

- A volunteer's experience with us stimulates well-being and connection to the green spaces with which they are involved.
- Each hour spent volunteering benefits the green space, the individual and their community through the fulfilment of a rewarding and achievable task or role.
- Our volunteers represent the diversity of local communities surrounding, accessing and benefiting from our green spaces. We reach out into marginalised and disenfranchised sections of society.
- Volunteers are valued for helping to shape green spaces, through hands-on involvement and by championing their benefits.

The GSLP programme provided a number of volunteering opportunities, aiming to develop a team of volunteers representative of the local communities surrounding our Open Spaces.

### Key outputs

- Development of new volunteer roles across the GSLP programme, including Wild East Ambassador, Wild Schools Learning Volunteer and Evaluation Volunteer
- The development of a recruitment, selection and induction guidance, procedures and templates to support the learning team with volunteer management and retention
- Development of a volunteer agreement to manage expectations and responsibility
- A volunteer policy
- A training programme for volunteers
- A training programme for staff managing volunteers

### Project targets

Programme strands	Target	Actual	Notes
Number of learning volunteers recruited	90	72	Below target See 'key challenges and recommendations for the future programme' p31



Learning volunteer assisting with the creation of a 'story tent' for schools in the newly developed wildlife garden at West Ham Park

### *Partnerships*

The learning volunteer programme worked with partner organisations to reach and engage new volunteers. Key partners included:

Active Newham - Charitable Trust working in partnership with Newham Council to deliver volunteering opportunities in Newham

Team London – London Assembly led programme linking potential volunteers and volunteering opportunities

Capel Manor – a college offering training and qualifications in land-based subjects (horticulture, groundsmanhood, garden design, etc.).

University College London, University of East London, Queen Mary University – universities with strong student volunteering programmes

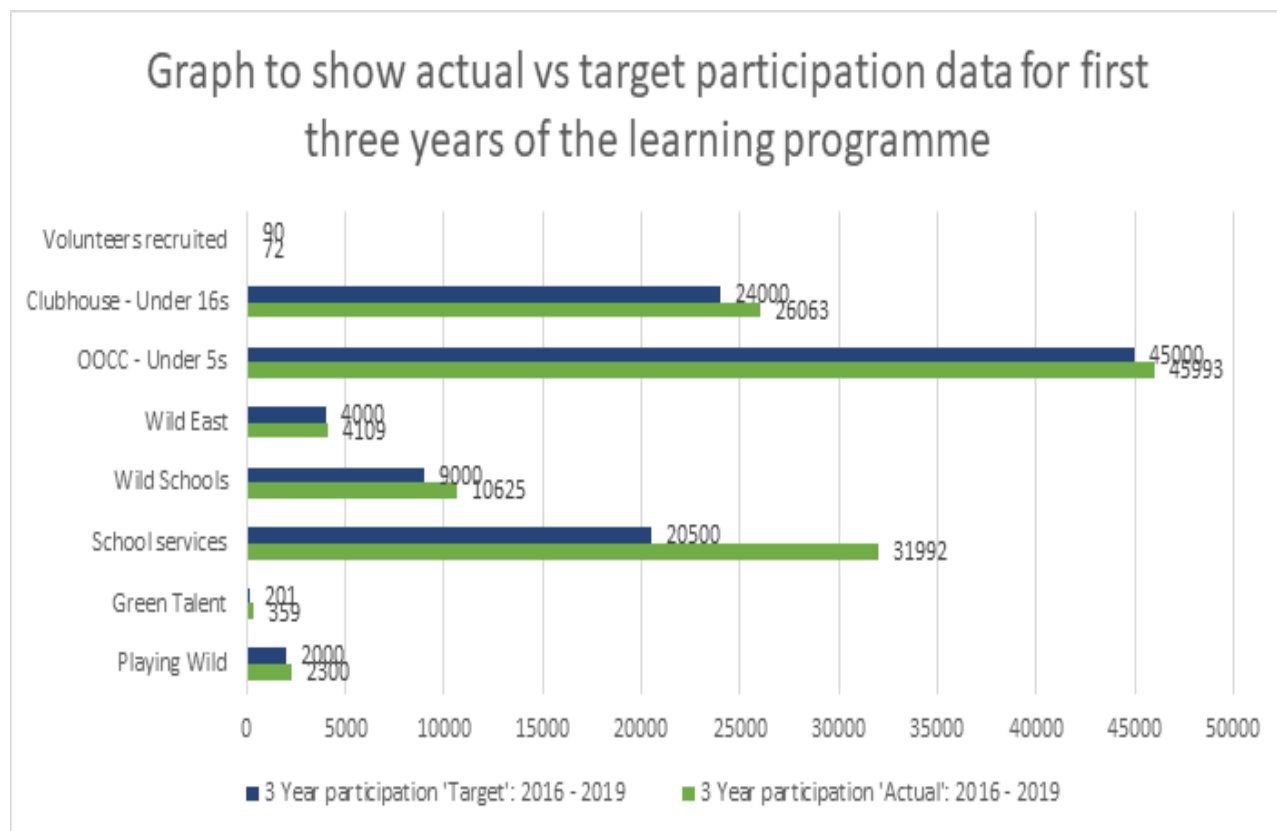
### *Additional achievements*

- The GSLP programme has championed volunteering across the Open Spaces department, providing support to staff supervising volunteers. Outputs include a range of training opportunities, policies, procedures and guidance documents to help with recruitment, engagement and management of volunteers
- A Departmental Volunteering Steering group was established to develop a positive and productive volunteering practice across Open Spaces
- The GSLP Volunteer Officer represents the Open Spaces Department in the City of London Volunteering Working Group

## Summary of participation

**The learning programme has reached 121,978 participants in the first three years of delivery (April 2016 – March 2019), 16% above the target of 105,276.**

The following graph illustrates the participation figures across the programme.



The programme reached

- 32,695 participants aged 0 – 5
- 68,550 participants aged 5 – 18
- 20,473 participants aged 18+

## Evaluation toolkit and impact measures

The Learning Team worked in collaboration with researchers at the University of Derby to develop a bespoke evaluation toolkit. The objective of the mixed-methods evaluation, combining qualitative and quantitative methods, was to evaluate whether participation in the programmes increased *understanding, wellbeing, nature connection, confidence, and involvement*.

No suitable evaluation toolkit had been developed within the sector due to challenges around measuring impact areas which are multi-faceted and subjective, and the successful development of a pioneering evaluation toolkit is a key achievement for the team.

Data from programme participants before, during, and after having taken part in the programmes was collected for participants in the Schools' Programme, Green Talent and Playing Wild.



The evaluation toolkit, mapped against the five impact areas, consisted of a mixture of survey and interview questions, and observational indicators.

1) survey questions

2) interview questions

3) observation indicators (behavioural indicators that operationalised the five impact dimensions, e.g. asking relevant questions was an indicator of understanding and non-verbal expressions – e.g. happiness, wonder, calm was an indicator of wellbeing).

4) a drawing activity (for children under the age of 5).

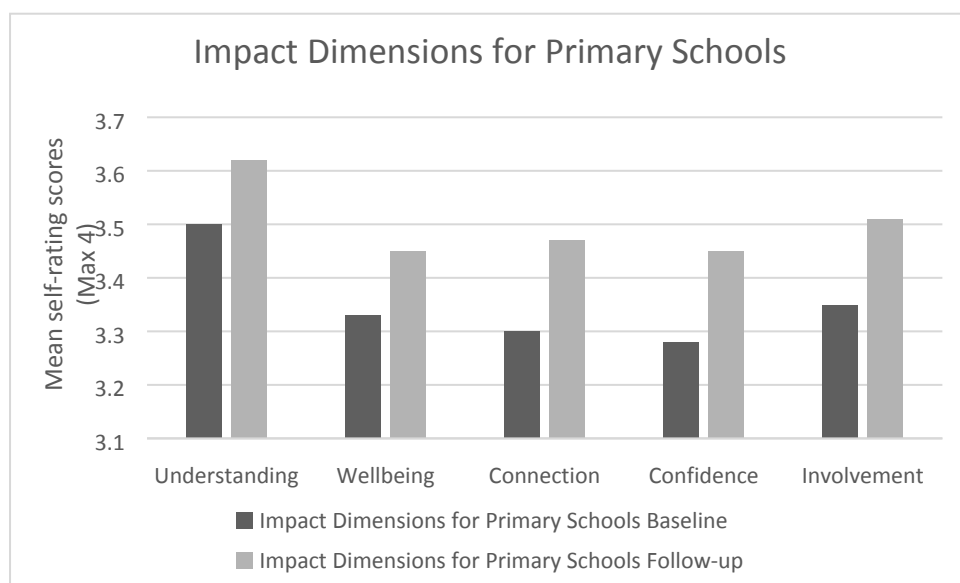
The team recruited evaluation volunteers to carry out the observations and interviews.

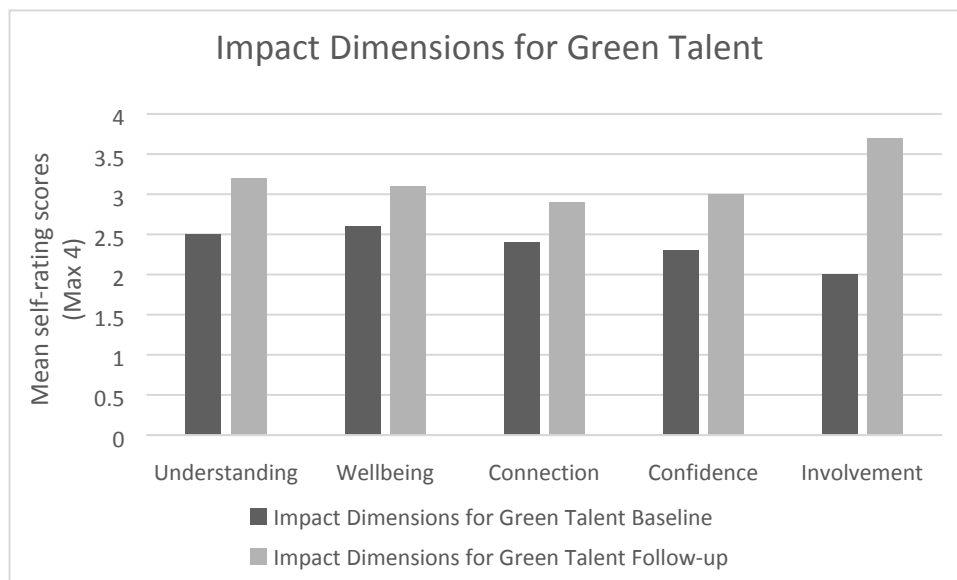
#### *Qualitative data analysis*

Survey questions, developed to elicit responses across each of the five impact areas, were used to collect qualitative data for the School and Green Talent programmes using a 1 – 4 scale (where 1= negative, 2 = neutral, 3 = positive, and 4 = very positive). Due to the young age of the Playing Wild participants, it was not appropriate to collect responses to the survey questions.

All data analysis was carried out independently by the University of Derby, which concluded that the programmes significantly improved participants' ratings of the five impact dimensions when comparing self-reports taken before and after participating in the programme. The increase from baseline to follow-up scores is seen as statistically significant; in other words, the probability of the observed differences was greater than would be expected due to chance.

The following charts show increases for primary school participants after spending just two hours in a facilitated learning session, as well as larger increases for Green Talent participants who attend for whole days, intensive weeks, and weekly sessions over a school term.





### Qualitative data analysis

A commentary on the qualitative data analysis (interviews, observations and drawings) for the School, Green Talent and Playing Wild programmes is available within the full evaluation report. The researchers concluded that the insights provided into participant's thoughts and behaviours suggested that they were positively influenced by their engagement with the programme. For example, drawings from Playing Wild participants developed from pictures which did not include people to pictures of people engaging with nature (e.g. attending to flowers) after participation in six weekly sessions, suggesting a shift in participants' understanding and sense of connection.

Comments from interviews with school and Green Talent participants were very positive. Relevant comments include:

- *"I feel free when I'm outside"*
- *"I don't usually go out much, but I have found that I enjoy making a difference to the local park"*
- *"The work experience placement really boosted my confidence"*
- *"Very adventurous. Like a special time. Can experience mother nature."*
- *"Usually I would get tired and bored. I may be tired now but I'm not bored. It's been so fun."*

The full evaluation report is available from [Abigail.tinkler@cityoflondon.gov.uk](mailto:Abigail.tinkler@cityoflondon.gov.uk)

### Additional achievements

A paper has been accepted for publication in the Journal for Environmental Education, showcasing the development of the evaluation toolkit and the success of the programme across the five impact areas. The paper is co-authored by the GSLP team and researchers from Derby University.



## Key challenges and recommendations for the future programme

- 1) The Playing Wild project struggled to attract and maintain audiences, despite regular consultation, partnership working and trialling a variety of locations and timings for activities. It was also challenging to engage audiences with trialling the Playing Wild play trail. At the same time, the One O'clock Club was engaging the same audiences (local children under-five and their parents/carers) very effectively, with participants enjoying the mix of indoor and outdoor spaces, and combination of play with children and a chance to spend time with other parents/carers. The school programme also attracted nursery and reception classes through its bookable workshop programme (3,617 early years students attended the school programme at Hampstead Heath). Going forward, we will focus our work with under-fives via the One O'clock Club and schools programme, and invest time in increasing opportunities for nature play within these.
- 2) The Wild East project set out to engage volunteers from deprived communities close to West Ham Park, empowering the volunteers to lead the delivery of a family engagement programme and replicating a successful model from Hampstead Heath. The project officer spent time meeting community groups under-represented in the park, and this consultation told us that whilst some members of the community were interested in visiting and being involved in other ways, often volunteering on the family engagement programme wasn't appealing to them. The project adapted to this feedback by facilitating flexible visits from community groups who had not visited West Ham Park or Wanstead Flats previously, whilst recruiting volunteers from a wider pool to help facilitate the family learning programme.

Going forward, the volunteer development role within the team will have a combined remit of community and volunteer engagement, and work closely with learning team colleagues to engage under-represented local communities, ensuring that consultation, observation and research inform our approach to increasing volunteer representation from these groups.

- 3) Having only one staff member based at the Epping Forest site created challenges around staffing through sickness and annual leave, and challenges around lone working in remote sites. Going forward, staffing will be reallocated to enable an additional school officer to work across Epping Forest and Hampstead Heath, and Education Rangers will also work across both sites, to create a more robust staffing system and enable further programme growth.
- 4) The aspiration to raise additional funds through external grants once the programme had launched was challenging as most funders do not fund existing projects, and the reputation of the City as a wealthy organisation hindered fundraising efforts. Going forward, the programme will be funded by an agreed £395k increase to the Open Spaces Department local risk resource base (subject to the Fundamental Review), and the team will also pilot new initiatives and seek additional funding to develop these.

## **The future for the learning programme**

An agreed £395k increase to the Open Spaces Department local risk resource base (subject to the Fundamental Review) will enable the Open spaces learning team to provide a core offer of:

- Schools service operating out of Hampstead Heath, Epping Forest, West Ham Park
- Green Talent programme working with young people who are experiencing disadvantage
- Volunteer development and community outreach work
- Play facilities for under-16s and under-5s and their carers at Hampstead Heath.

The team will also pilot new initiatives and seek additional funding to develop these.

The Open Spaces learning team will continue to connect people with their local green spaces, reaching beyond the Square Mile and making a vital contribution to the delivery of the City of London Corporate Plan, Education Strategy, Social Mobility Strategy and Open Spaces Department Business Plan. Building on success, we will further develop the school and Green Talent programmes, to enable more young people to participate, and recruit more schools with higher than average numbers of students in receipt of pupil premium.

The team will work closely with other learning teams within Open Spaces (Keats House, Tower Bridge, Kenley Common) and engage more widely with City Corporation via Culture Mile Learning.

The team will build on their work on evaluation and use their findings to refine and develop programmes to successfully engage audiences and deliver key outcomes.

A shared set of performance indicators has been developed for learning across Open Spaces, and from 2019 data will be collected from Kenley Common, Keats House and Tower Bridge as well as the GSLP programmes at West Ham Park, Epping Forest and Hampstead Heath. This data will monitor progress against a set of shared indicators which align with outcomes from the City of London Corporate Plan and provide shared methods of data collection.

## Appendix Two

### Open Spaces learning principles for schools

We facilitate learning through active engagement with our unique spaces. We are learner-centred and provide fun and inspiring activities which support and enrich the National Curriculum. Through defining the following outcomes and principles we seek to align our practice with findings from relevant research, and to contribute to the delivery of the Open Spaces impact areas for learning.

<b>Outcomes</b>	<b>Children increase their knowledge, skills and understanding</b>	<b>Children conceptually link the site, their learning, and the wider world</b>	<b>Children explore freely and take part in playful, fun and enjoyable experiences</b>	<b>Children feel safe, confident and empowered to learn</b>	<b>Children begin to connect with green spaces</b>
<b>Principles</b>  <div>Page 91</div>	<ul style="list-style-type: none"> <li>- Cater to different learning styles and ensure pace and variety</li> <li>- Enable children to develop transferable skills e.g. team work and working scientifically</li> <li>- Support and enrich the National Curriculum</li> <li>- Have clear outcomes focusing on quality not quantity</li> <li>- Ensure all information is fact-checked</li> <li>- Challenge assumptions</li> <li>- Give adults clear roles and guidance to enhance children's learning</li> <li>- Ensure sessions flow and have structure</li> <li>- Assess children's knowledge, skills and understanding, and scaffold/question/challenge/support as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Make relevant links between learning in open spaces with schools and home</li> </ul> <p>Create opportunities for children to....</p> <ul style="list-style-type: none"> <li>- apply their learning in a new context</li> <li>- relate new learning to prior experience or knowledge</li> <li>- see the relevance and application of their knowledge and skills in the wider world (e.g. relate their skills to careers, take part in real conservation work)</li> </ul>	<ul style="list-style-type: none"> <li>- Tailor your approach: respond dynamically to the individual group</li> </ul> <p>Create opportunities for children to....</p> <ul style="list-style-type: none"> <li>- have fun</li> <li>- explore</li> <li>- spend time doing and discovering</li> <li>- be creative and imaginative</li> <li>- assess and take risks</li> <li>- play games</li> <li>- use their senses</li> <li>- be surprised</li> </ul>	<ul style="list-style-type: none"> <li>- Follow Safe systems of Work (SSOW) and communicate with the group re how they will be safe in the space.</li> <li>- Be present for children who appear unsure or afraid - work in partnership with teachers to listen and support.</li> <li>- Provide activities which are both challenging and achievable</li> <li>- Encourage and respect children's ideas</li> <li>- Ask meaningful and relevant questions which enable children to take part in reflective conversations</li> <li>- Be inclusive by providing children with variety and choice</li> <li>- Provide opportunities for children to take ownership of their learning through choice and opportunities to lead</li> <li>- Be welcoming and build initial relationship with group</li> <li>- Provide opportunities to work both in groups and individually</li> </ul>	<ul style="list-style-type: none"> <li>- Maximise the unique opportunities that your site provides</li> <li>- Provide opportunities to be outside, explore and take part in memorable activities</li> <li>- Communicate to children that they can visit the space freely in the future</li> <li>- Role model, discuss and provide opportunities for caring for living things</li> <li>- Find beauty and magic in nature, e.g. hugging a tree, listening to sounds of nature</li> <li>- Give children time to simply connect through their own exploration or having time to sit quietly</li> <li>- Enable children to interact with the site and build memories (e.g. create objects/art to leave on site or take back to school/home)</li> </ul>
<b>Learning strategy impact areas</b>	Understanding	Understanding	Understanding, confidence, wellbeing, connection	Confidence	Connection

## Open Spaces learning principles for play

We are child-centred in our approach, and provide fun and creative activities which support and enrich child development. We seek to create inclusive play opportunities which inspire children to connect with green spaces. Through defining the following outcomes and principles we seek to align our practice with findings from relevant research, and to contribute to delivery of the Open Spaces Learning Strategy.

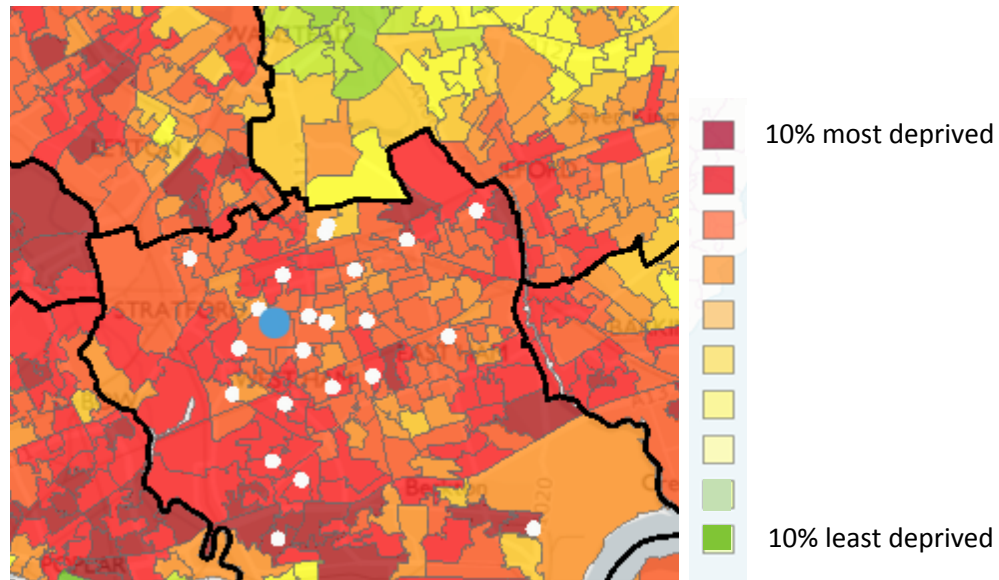
Outcomes	Children are free to play, explore, be imaginative and take part in fun and enjoyable experiences	Children are respected and our approach is child-centred	Children feel safe, confident and empowered to learn	Children begin to connect with green spaces	Parents and carers become more aware of the importance of play and are more involved	Space design invites and enables play 4, 5
Principles	<p>Provide a rich range of resources to choose from</p> <p>Provide a mix of self-directed and structured play opportunities, scaffolding according to the needs of the child</p> <p>Understand and respect that children can enter into imaginary worlds, exploring life and make connections between real and imagined experiences ( Bob Hughes taxonomy of play) <sup>1</sup></p> <p>Create opportunities for children to:</p> <ul style="list-style-type: none"> <li>- Have fun</li> <li>- Explore</li> <li>- Spend time doing and discovering</li> <li>- Be creative and imaginative</li> <li>- Assess and take risks</li> <li>- Play games</li> <li>- Use their senses</li> <li>- Be surprised</li> </ul>	<p>Uphold the UN convention on children's rights <sup>2</sup> and the Play England play charter <sup>3</sup></p> <p>Accept each child as they are (although certain behaviours are not acceptable in our spaces)</p> <p>Understand and respect children's play cycles and play cues</p> <p>Be present and aware of own impact, choosing when to step back and when to support.</p> <p>Consult children on changes to our play facilities</p>	<ul style="list-style-type: none"> <li>- Follow SSOWs</li> <li>- Be present for children who appear unsure or afraid</li> <li>- Provide activities which are both challenging and achievable</li> <li>- Encourage and respect children's ideas</li> <li>- Be inclusive by providing children with variety and choice</li> <li>- Provide opportunities for children to take ownership of their play through providing choice and respecting their ideas and decisions.</li> <li>- Be welcoming and build initial relationship with visitors</li> </ul> <p>Provide opportunities to work both in groups and individually</p> <p>Provide opportunities for children to take risks and make judgements</p>	<ul style="list-style-type: none"> <li>- Maximise the unique opportunities that your site provides</li> <li>- Provide opportunities to be outside, explore and take part in memorable activities</li> <li>- Communicate to children that they can visit the space freely in the future</li> <li>- Role model, discuss and provide opportunities for caring for living things</li> <li>- Find beauty and magic in nature, e.g. hugging a tree, listening to sounds of nature</li> <li>- Give children time to simply connect through their own exploration or having time to sit quietly</li> <li>- Enable children to interact with the site and build memories (e.g. create objects/art to leave on site or take back to home)</li> </ul>	<p>The value of play is communicated to adults (e.g. conversations, signs, leaflets)</p> <p>There are opportunities for adults to get involved in activities</p> <p>Space design considers opportunities for adult involvement (e.g. different sized tunnels or gateways for adults and children)</p>	<p>The play space will:</p> <ul style="list-style-type: none"> <li>- stimulate the five senses</li> <li>- allow social interaction</li> <li>- allow a range of movements and physical activity through and around the space</li> <li>- harmonise with and enhance the local green space</li> <li>- incorporate planting, trees and greenery</li> <li>- offer graded challenges so children can learn and take risks at their own pace</li> <li>- be located near well-used foot paths</li> <li>- include non-prescriptive play equipment (which encourages creativity)</li> <li>- enable children of a range of ages and abilities to play together</li> <li>- be accessible to, and usable by disabled children and disabled parents</li> <li>- incorporate natural materials to encourage connection with the natural world</li> </ul>
Learning strategy impact areas	Confidence, wellbeing	Confidence, wellbeing, involvement	Confidence, wellbeing	Connection, wellbeing	Understanding, involvement	Confidence, wellbeing, connection

### Maps showing school programme reach and areas of deprivation in London

Data from the 2015 Government Index of Multiple Deprivation (IMD 2015) for England is shown on the maps using a coloured scale. Schools participating in the GSLP programme (2016 – 1019) have been overlaid on the map, showing programme reach.

IMD 2015 was created using indicators across seven domains: income, employment, education, health, crime, barriers to housing and services, living environment, and provides a measure of relative deprivation.

#### Wild Schools, West Ham Park

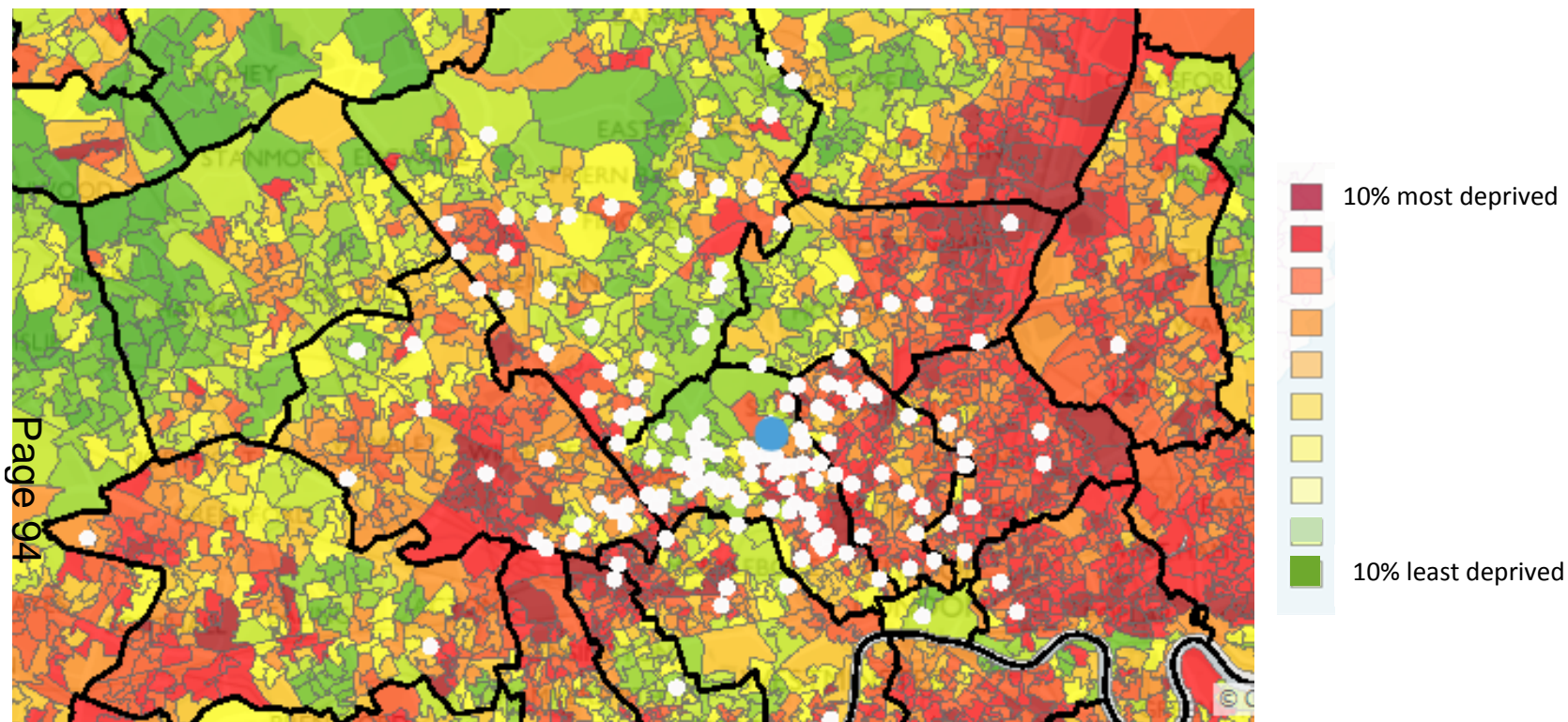


*Blue circle = programme base*

*White circles = schools engaged*

The programme focused on Newham schools close to West Ham Park, where deprivation is relatively high.

## Schools service, Hampstead Heath



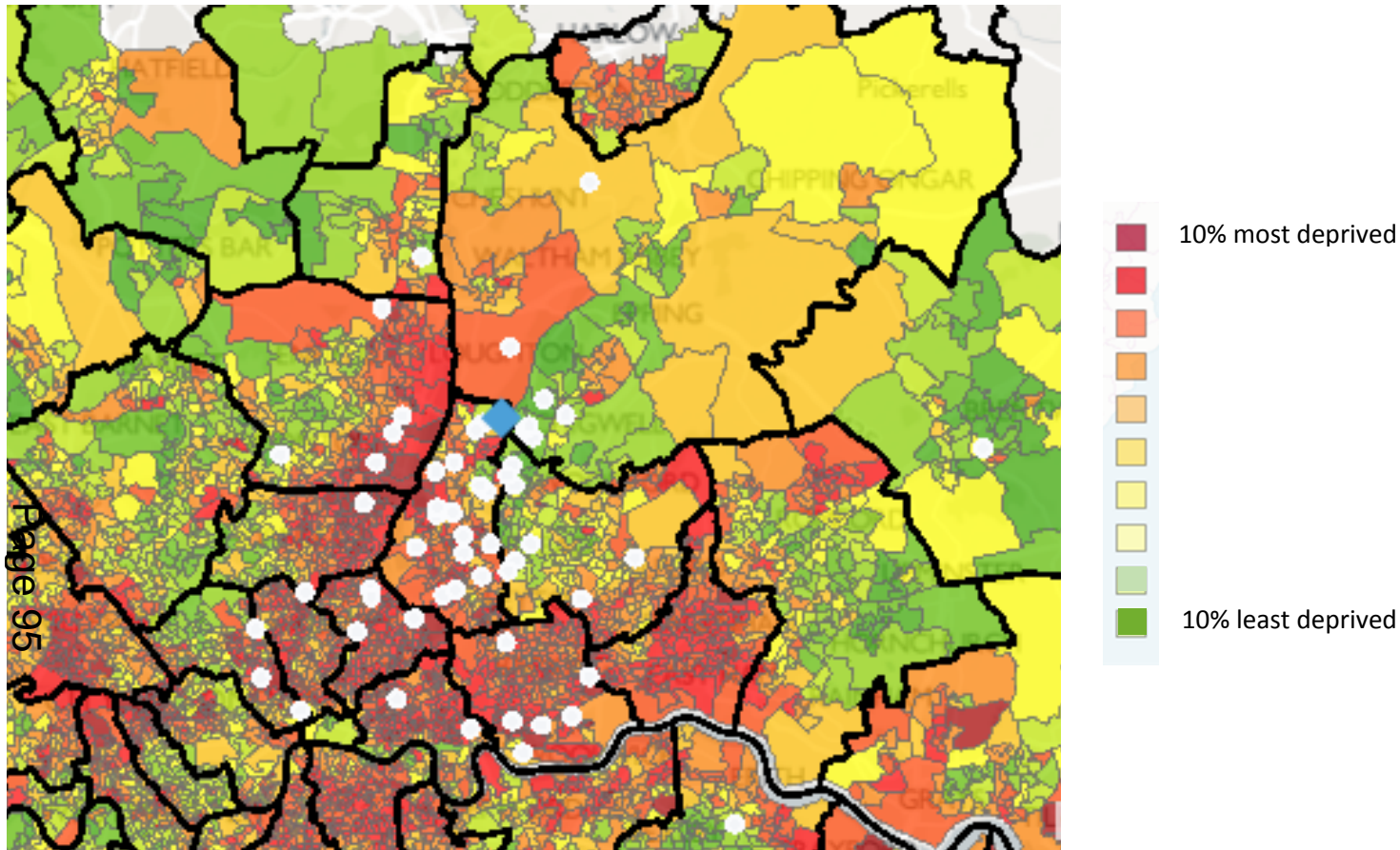
*Blue circle = programme base*

*White circles = schools engaged*

The Hampstead Heath school service reached schools across 12 London boroughs, including Camden, Islington, Hackney, Brent, Tower Hamlets and Haringey, where deprivation is relatively high.



## Schools service, Epping Forest



*Blue diamond = programme base*

*White circles = schools engaged*

The Epping Forest school service reached schools across ten London boroughs, including Hackney, Tower Hamlets, Waltham Forest, Newham, Enfield and Haringey, where deprivation is relatively high.

Reference map showing London boroughs





<b>Committee(s):</b>	<b>Date(s):</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	11 <sup>th</sup> September 2019
<b>Subject:</b> Cyclical Works Programme Bid – 2020/21	<b>Public</b>
<b>Report of:</b> City Surveyor <b>CS: 321/19</b>	<b>For Information</b>
<b>Report Author:</b> Alison Bunn – Head of Facilities Management	
<p><b>Summary</b></p> <p>This report sets out a provisional list of cyclical projects being considered for properties under the management of Hampstead Heath, Highgate Wood and Queen's Park Committee under the "Cyclical Works Programme".</p> <p>The draft cyclical project list for 2020/21 totals £778,200 and if approved will continue the on-going programme in the maintenance of the property and infrastructure assets.</p> <p><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>• That Committee notes the content of this report</li> </ul>	

## Main Report

### Background

1. The total value of the approved projects for the 19/20 Cyclical Works Programme (CWP) for the Hampstead Heath, Highgate Wood and Queen's Park Committee was £1m which consisted of 52 projects.
2. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list in 2020/21 for Hampstead Heath, Highgate Wood and Queen's Park.

### Current Position

3. The attached list at Appendix A is a provisional list of projects for Hampstead Heath, Highgate Wood and Queen's Park under consideration for 2020/21.
4. The information for the bid has been taken from the forward maintenance plans for each property within the Estate; these plans are regularly updated in conjunction with the Superintendent and their Management Team to ensure they are as accurate as possible.

5. It should be noted that this provisional list for 2020/21 is subject to a final review prior to presentation to the Corporate Asset Sub-Committee in September 2019 and consideration by the Resource Allocation Sub-Committee at the beginning of 2020.
6. The list has been presented to the various Consultative Committees and groups, their comments have been taken into account and a further £124,000 worth of projects relating to surveys have been taken from the Reserve List and are now on the Actual List.

### **Prioritisation of Projects**

7. The project prioritisation model developed for the CWP has been applied to projects identified from forward cyclical maintenance/replacement plans of the Barbican Centre, GSMD and the Corporate Properties under the City Surveyors control.
8. Essential Projects for consideration of including within the bid list are ranked in order of priority according to the following criteria and scoring mechanism.
  - Health, Safety & Security (weighting 5)
  - COL Reputational (weighting 4)
  - Maintaining Income Stream (weighting 4)
  - Assets Performance (weighting 5)
  - Client Feedback (weighting 2)
9. The CWP Peer Review Panel, chaired by the Financial Services Director has met twice to consider the draft prioritisation of projects across all Departments. The panel has provided a “sense check” to ensure that the prioritisation ranking reflected in the Prioritisation model has been rigorously and consistently applied and that the outcomes in terms of prioritisation align to the City’s strategic aims and objectives.

### **Corporate & Strategic Implications**

10. The CWP links to the City Surveyor’s Business Plan:

**Strategic asset management:** We will develop asset management strategies that align Corporate Property Strategy, Investment Property Strategy and risks. We will ensure that we unlock the potential of our property assets in a way that supports the efficient delivery of the Corporate Plan and Service Departments’ objectives.

**Property assets and facilities management:** We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management plans, facilities management including hard (planned and reactive maintenance) and soft services (cleaning, security, etc), cyclical projects and minor improvements and delivery of major capital projects for refurbishments and

new builds.

11. It is intended that Hampstead Heath, Highgate Wood and Queen's Park benefit from the provisional 2020/21 cyclical works programme as follows:

Hampstead Heath	£721,200	93%
Highgate Wood	£51,000	6%
Queen's Park	£6,000	1%
	<b>£778,200</b>	

## Conclusion

12. The attached provisional list of work for 2020/21 allows the on-going cyclical repairs and maintenance of the City's Operational estate at Hampstead Heath, Highgate Wood and Queen's Park in particular to continue.

## Appendices

- Appendix A - Provisional Cyclical Works Programme 2020/21

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## Appendix A - CWP 20/21 - Actual List

### Golders Hill Park

Property	Location	Project Title	Cost
Golders Hill Park Area 8	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,500
Golders Hill Park Area 8	General	WATER MAINS/DRAINS REPLACEMENT	12,000

**£13,500**

### Hampstead Heath

Property	Location	Project Title	Cost
Hampstead Heath	General/Infrastructure	EMBANKMENT MONITORING	5,500
Hampstead Heath	General/Infrastructure	RESERVOIR SUPERVISION	10,000
Hampstead Heath	General/Infrastructure	TEST OF ALL INLET/OUT PIPES & VALVES (PONDS)	6,000
Hampstead Heath	General/Infrastructure	VALVE REPLACEMENT (ALL PONDS)	36,000
Hampstead Heath	General/Infrastructure	WORKS TO MINOR BRIDGES	1,200
Hampstead Heath	General/Infrastructure	DRAINAGE OVERHAUL (GENERAL)	100,000
Hampstead Heath	General/Infrastructure	MAIN WATER SUPPLY PIPEWORK REPLACEMENT	14,500
Hampstead Heath	General/Infrastructure	SURVEY TO GH LILY POND, MINOR REPAIRS/DREDGING	36,000
Hampstead Heath	General/Infrastructure	PRINCIPAL STRUCTURAL INSPECTIONS	18,000
Hampstead Heath	General	FABRIC FMP CONDITION SURVEY	25,000
Hampstead Heath	436 A-D Archway Road	FIRE ALARM REPLACEMENT	2,500
Hampstead Ponds (Area 3)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,000
Highgate Ponds	General	JETTY & DECKING OVERHAUL	20,000
Highgate Ponds	General	DRAINAGE OVERHAUL	50,000
Highgate Ponds (Area 2)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES INCLUDING DETAILED SURVEY	7,000

Highgate Ponds	Men's Bathing Pond Toilets	ROOF REPLACEMENT	5,000
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**£337,700**

## Highgate Wood

Property	Location	Project Title	Cost
Highgate Wood	1 Coronation Cottage	ROOF REPLACEMENT	14,500
Highgate Wood	2 Coronation Cottage	ROOF REPLACEMENT INLCUDING BAY	16,500
Highgate Wood and Queens Park	General	FABRIC FMP CONDITION SURVEY	10,000
Highgate Wood	1 Sheppard Cottage	BOILER REPLACEMENT	5,000
Highgate Wood	The Lodge	RADIATOR REPLACEMENT	5,000

**£51,000**

## Kenwood

Property	Location	Project Title	Cost
Kenwood (Area 4)	General	SURVEY - GENERAL	6,000
Kenwood (Area 4)	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,000

**£7,000**

## Parliament Hill Fields

Property	Location	Project Title	Cost
Parliament Hill Fields	Lido Buildings Complex	HOT WATER BOILER REPLACEMENT (CHANGING ROOM SHOWERS)	36,000
Parliament Hill Fields	Lido Buildings Complex	HOT WATER BOILER REPLACEMENT (SINKS)	8,500
Parliament Hill Fields	Lido Buildings Complex	HOT WATER PLANT REPLACEMENT	50,000
Parliament Hill Fields	Lido Buildings Complex	CHANGING ROOM REFURBISHMENT (PUBLIC) (FEMALE)	50,000
Parliament Hill Fields (Area 1)	General	QUINQUENNIAL HISTORICAL PROPERTIES SURVEY/LISTED SEWER VENT PIPE REDECORATION	2,400

Parliament Hill Fields	Athletics' Track Pavilion Complex	SPACE HEATING - REPLACEMENT	20,000
Parliament Hill Fields	Athletics' Track Pavilion Complex	RUNNING TRACK COLUMNS RELAMP	15,000
Parliament Hill Fields	General	DRAINAGE OVERHAUL	40,000
Parliament Hill Fields	Staff Yard Building Complex	ROOF REPLACEMENT (COVERED AREA)	9,500
Parliament Hill Fields	Staff Yard Building Complex	UNDERGROUND FUEL TANK REPLACEMENT	72,000
Parliament Hill Fields	Lido Buildings Complex	FIRE ALARM REPLACEMENT (LIDO INFO CENTRE)	36,000

**£339,400**

### Queens Park

Property	Location	Project Title	Cost
Queens Park	Bandstand	FLOORING REPLACEMENT	6,000

**£6,000**

### Sandy Heath and Heath Extension

Property	Location	Project Title	Cost
Sandy Heath and Heath Extension	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,500
Sandy Heath and Heath Extension	Pitt Arch	CONDITION SURVEY	2,500

**£4,000**

### Vale of Heath and East Heath

Property	Location	Project Title	Cost
Vale of Health and East Heath	Whitestone Pond	ALGAE REMOVAL (DOFF SYSTEM CLEAN)	5,500
Vale of Health and East Heath	Whitestone Pond	DESILTING	12,000
Vale of Health & East Heath Area 5/8	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,000

**£18,500**

## West Heath

Property	Location	Project Title	Cost
West Heath Area 7	General	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	1,100

**£1,100**



<b>Committees:</b>	<b>Dates:</b>
Epping Forest & Commons	8 July 2019
Open Spaces & City Gardens	15 July 2019
West Ham Park	15 July 2019
Hampstead Heath, Highgate Wood & Queens Park	11 Sept 2019
<b>Subject:</b> Open Spaces Departmental Business Plan 2018/19 – Year End performance report	<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 a review of the Open Spaces Department's delivery of its 2018/19 Business Plan. The report provides examples of some of the activities the Department undertook last year which helped achieve the Department's three top line objectives: 'Open Spaces and Historic Sites are Thriving and Accessible', 'Spaces Enrich People's Lives' and 'Business Practices are Responsible and Sustainable'.

The report outlines progress that has been made against the Department's fifteen programmes and projects and provides information to show that performance against our 31 performance measures is comparable with previous years and only 19% of targets were missed by more than 10%. Financially the services that report through the Open Spaces Committees have managed their income and expenditure well with only a £13k overspend across the total local risk budget of £12million.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Background

1. The Open Spaces & City Gardens Committee approved the Departmental Business Plan 2018/19 (Appendix 1) on 16 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.*

## **Current Position**

1. Detailed information about achievements and performance in relation to services which sit outside the responsibility of Open Spaces Committees will be reported to the Port Health and Environmental Services Committee; and Culture, Heritage and Libraries Committee.

## **Objectives and Outcomes**

2. A number of notable achievements have been made under the Business Plan's three top-line objectives. Some of these are listed below:

### **A. Open Spaces and Historic Sites are Thriving and Accessible.**

- Epping Forest are progressing and the Commons are finalising Special Area of Conservation (SAC) mitigation strategies with their neighbouring local planning authorities
- The Commons division and LB Croydon have worked with Natural England to seek declaration of a new National Nature Reserve covering Coulsdon Common and Happy Valley
- Successful multi-agency working limited the impact of the grass and heathland fires across the sites during the summer
- South Meadow project and wildlife garden were completed at West Ham Park.
- City Gardens delivered 7 landscape enhancement projects and the completion of Aldgate Square
- City Gardens won Gold at Britain in Bloom and six Open Spaces sites won gold in London in Bloom

### **B. Spaces Enrich People's Lives.**

- In March 2019, Members agreed that the Department's base budget should be increased by £395k so that the Learning Programme becomes a core service of the Department for 2019/20 onwards
- Twelve voluntary, community and charity groups received funding totalling £155,475 from the City of London's Central Grants Programme's "Enjoying Green Spaces and the Natural Environment" funding theme
- 41,032 people engaged with the Learning Programme over the last year
- Epping Forest hosted a number of arts events to support Waltham Forest as the first London Borough of Culture

### **C. Business Practices are Responsible and Sustainable.**

- Across the Department there are 23 apprentices undertaking a wide variety of roles
- A risk zone-based approach has been adopted for pesticide spraying and nest removal of Oak Processionary Moth (OPM). An increase in base budget was confirmed for 2019/20 to help mitigate the costs associated with the OPM controls
- Funding was awarded to the Department throughout the year from a range of internal and external sources including: CoL transformation fund, CoL

priority investment pot, Mayor of London's 'Greener City Fund' and Countryside Stewardship Grant

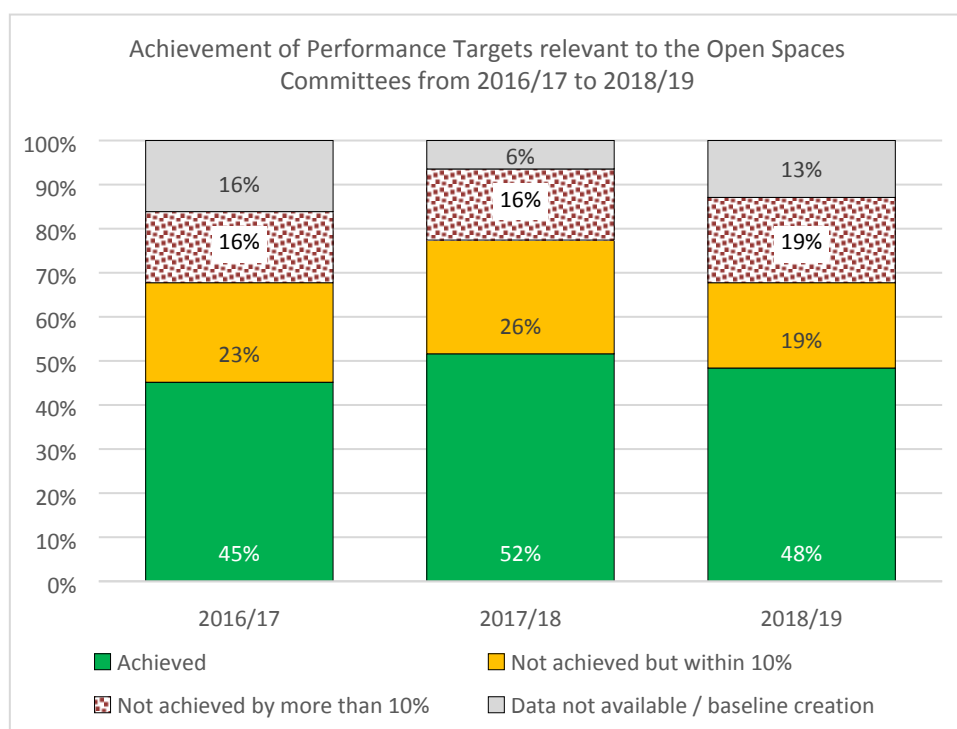
- 43 % of Open Spaces staff completed a Departmental staff survey and 51% completed the Corporate staff survey. Action plans for both are being implemented.
- Epping Forest installed four new fast charge points for electric and hybrid vehicles, drawing power from existing solar panels on site
- All woodchip arising from arboriculture work at Epping Forest is being used in a local farmers agricultural grain drying heating system

### Programmes and Projects

3. The Business Plan identified 15 grouped programmes and projects which would help the Department deliver its three main objectives. Good progress has been made on many of these however the Fundamental Review has put on hold some Gateway projects. A few key programme and project highlights are:
  - Department and site-specific events policies agreed
  - Stoke Commons management plan and Hampstead Heath management strategy agreed
  - Grazing has been expanded
  - New management powers under the Open Spaces Act are being implemented.
4. Details about the progress of the fifteen projects and programmes is given within appendix 2.

### Performance Indicators

5. Generally, performance is comparative to the previous year with nearly 50% of measures being achieved or exceeded. The table below shows the percentage of performance targets relevant to the Open Spaces Committees that were achieved or missed, over the last three years.



6. For one measure; 'Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey', the original survey has not been undertaken and there was no measure recorded in 2016/17 or 2017/18. Two staff surveys have been undertaken in 2018/19 – a Departmental survey in which 79% of respondents stated that they would recommend working for the Open Spaces Department and the Corporate Staff survey in which 60% of the Department's staff felt 'engagement with the City of London Corporation'.
7. This list of performance measures as they relate to this Committee including the results and targets for 2018/19 and for comparison, our performance in 2017/18, is contained within appendix 3.
8. The performance measures for 2019/20 have been amended from those reported in this report. The revised measures reflect the current Business Plan's outcomes and areas of activity and were agreed by the Open Spaces and City Gardens Committee in April 2019.
9. Key findings from analysing the data for 2018/19 show:
  - A reduction in electric and gas consumption.
  - An increase in electricity generation
  - The number of golf visits at Chingford was exceeded by nearly 30% against target
  - The Learning Programme achieved all its performance measures
10. Appendix 4 lists those targets which were not achieved by more than 10% and provides an explanation as to why these targets were not met.

### **Financial Performance**

11. Excluding the local risk budgets aligned to service areas outside the responsibility of the Open Spaces Committees (Cemetery & Crematorium, Tower Bridge, Monument and Keats House) the Department spent the following in relation to City Fund and City's Cash budgets:
  - **City Fund** – 99% of its local risk expenditure budget and achieved 99% of its local risk income target. Thus, its overall net position was 2% (£19k) underspent. A £19k carry forward request was agreed towards ULEZ costs in 2019/20.
  - **City's Cash** (excluding learning programme) - 100% of its local risk expenditure budget and achieved 101% of its local risk income target. Thus, its overall net position was £32k overspent (0.3%).
12. The net outturn position for the Open Spaces City Fund and City Cash budgets reporting to the various Open Spaces Committees, but excluding the learning programme, was a £13k overspend from a total net local risk budget of £12million.

13. More detailed information regarding the year end outturn financial position for each Service Committee is provided in reports from the Chamberlains Department.

### **Property**

14. Three properties; Woodredon House, The Coach House and The Lodge have previously been declared surplus as part of the Operational Property Review. These properties were disposed of and generated a capital receipt for the CoL of £2,115,000 during 2018/19.

### **Corporate & Strategic Implications**

#### **Open Space Charities**

15. Most 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 Corporate Plan**

16. The Open Spaces Department actively contributes to all the Corporate Plan 2018-23 aims and ten of its 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.
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.

#### **Conclusion**

17. The Department continues to perform well both in terms of finances, achievement of performance targets and progress of its programmes and projects.

#### **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 - Explanations where targets were missed by more than 10%

**Background Reports**

- Final Departmental Business Plan 2018/19 – Open Spaces, April and May 2018.
- Departmental Business Plan 2018/19 – Six month performance update:  
November to December 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
b)	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>Epping Forest secures Visitor Attraction Quality Assurance Scheme (VAQAS) Blue Tourist Badge Award.</li> </ul>
c)	Develop and agree a sustainable model for delivering the Learning Programme.	<ul style="list-style-type: none"> <li>An increase in the Department's base budget of £395k agreed to fund the Learning Programme from 2019/20</li> </ul>
d)	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> – The first Lodge has been let with works ongoing to refurbish others to release to rental market. The first commercial lease of 21 years has been agreed and is being drafted.</li> <li><b>Highgate Wood</b> - café lease is longer than previously permitted.</li> </ul>
e)	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> - Final consultation on the Parkland Plan has been completed with the final copy due in June 2019</li> <li><b>Kenley Common</b> - Completion of the project remains delayed until the construction issues are resolved. This matter is being actively pursued under the Pre-action protocol for Engineering and Construction Disputes. External legal advice is utilised as required.</li> <li>Installation of information signage has required a change in use of materials which required further planning consideration and consent.</li> <li><b>Bunhill Fields</b> - Round 1 bid to HLF was unsuccessful due to over-subscription to the funding pot. Restructure of HLF funding pots has now taken place, however City Corporation match-funding for project is now subject to Fundamental Review and the project has been placed on hold.</li> </ul>
f)	Develop engineering studies for six Raised Reservoirs at Epping Forest	<ul style="list-style-type: none"> <li><b>Wanstead</b> - A Project to progress the proposal for work on the Wanstead Park cascade has now been established and approved to Gateway 2 by the Projects Sub (Policy and Resources) Committee at their March meeting. Conversations with Procurement continue with regards to appointing a Panel Engineer to carry out the required engineering assessment.</li> <li>DBE have allocated staff to progress the evaluations for Baldwins and Birch Hall Ponds. Planning development meeting with staff and stakeholders have been scheduled. It is likely that a proposal for Birch Hall pond will be</li> </ul>

	Programmes and Projects	Progress to 30 Sept 2018
		developed separately and earlier than for Baldwins pond.
g)	Develop sustainable football improvements at Wanstead Flats	<ul style="list-style-type: none"> <li>• Stage 1 of ParkLife feasibility study re football pitches and changing at Wanstead flats has been completed.</li> <li>• Wanstead Flats staffing structure embedded which is improving pitch management and payment recovery.</li> </ul>
h)	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	<ul style="list-style-type: none"> <li>• <b>Hampstead Heath Asset Management Plan</b> agreed by HHHWQP Committee.</li> <li>• <b>Epping Forest Commercial Wayleaves</b> – trial negotiations have been successful and Committee approval has been agreed for wider implementation.</li> <li>• <b>Finsbury Circus</b> – The Crossrail reinstatement project is subject to the Fundamental Review and therefore on hold. However, officers have worked closely with City Surveyor's, Planning, and the City Solicitor to pursue the City's compensation claim and work with Crossrail in the lead up to their closure of their worksite.</li> <li>• <b>West Ham Park Nursery</b> – Counsel advice has been obtained relating to the restrictive covenants within the Park's governance. This, along with other professional advice, will be used to inform a strategic masterplan for the Park's assets.</li> </ul>
i)	Initiate and progress key capital and local risk projects including playgrounds, ancillary visitor and operational facilities and grazing expansion plans;	<ul style="list-style-type: none"> <li>• <b>West Ham Park playground</b> – Over 380 people provided their views on the options for a new playground at West Ham Park. However, this project is now on hold pending the Fundamental Review. Existing resources within the project budget have been used to progress plans to the Pre-Application stage.</li> <li>• <b>Wanstead Park Playground</b> – The community group leading the project have been working on fundraising and agreement plans with the London Borough of Redbridge.</li> <li>• <b>Grazing expansion</b> - continues with new areas grazed across The Commons including Ashted and Kenley Commons. At Epping Forest grazing numbers increase annually with benefits realised as rare plant species increase.</li> </ul>
j)	Secure funding to create new accessible public spaces within the City's churchyards	<ul style="list-style-type: none"> <li>• <b>The Churchyards Enhancement Programme</b> has been agreed by Members. Individual improvement projects within the Programme will now be progressed as and when funding becomes available and subject to the Fundamental Review.</li> </ul>

	<b>Programmes and Projects</b>	<b>Progress to 30 Sept 2018</b>
k)	Progress the Departmental Programmes including; Fleet, Energy Efficiency and Sports	<ul style="list-style-type: none"> <li>• <b>Fleet Board</b> – City Gardens have revised their fleet to meet the requirements of ULEZ. Across the Department diesel and petrol vehicles are being replaced where required, technically possible and funding exists, by electric and/or plug in hybrid versions so that the Department is ULEZ complaint ready for 2021 legislation.</li> <li>• <b>Energy Board</b> – all projects were put on ice due to the refocus of the Energy Efficiency Fund on the main consuming sites which do not include open spaces properties. They can be reactivated should this situation change</li> <li>• <b>Sports Board</b> – This Board was closed but individual projects will continue. Sports Licencing charges agreed by Epping Forest and Commons committee. Chingford Golf Course income has increased for the 4<sup>th</sup> consecutive year reversing previous downward trend.</li> </ul>
l)	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> <li>○ The Commons on 19 November</li> <li>○ Highgate Wood and Queens Park on 28 November</li> <li>○ West Ham Park events policy planned for July 2019 Committee</li> </ul> </li> </ul>
m)	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>Stoke Common</b> – management plan agreed by Committee on 18 November</li> <li>• <b>Hampstead Heath</b> – management strategy agreed by Committee on 28 November</li> <li>• <b>Epping Forest</b> – Management plan and strategy final draft ready for consideration by Management Plan Sub-Committee</li> <li>• <b>Burnham Beeches</b> - management plan under development with agreed timetable</li> </ul>

### Appendix 3 - Performance indicators

Performance Measure Description	2017/18 Actual (annual)	2018/19 Performance Target	2018/19 Actual (annual)
Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	ACHIEVED 15 green flag sites overall band scores 60% = 80+ 33% = 75 – 79 7% = 70 - 74	<b>15 green flag sites</b> overall band score <b>53% = 80+</b> <b>27% = 75 – 79</b> <b>20% = 70 - 74</b>	<b>ACHIEVED</b> 15 green flag sites overall band score 53% = 80+ 40% = 75 – 79 7% = 70 - 74
Retain 12 green heritage awards and increase this to 13 sites by 2018/19	ACHIEVED 13 Green Heritage Awards	<b>13 Green Heritage Awards</b>	<b>ACHIEVED</b> 13 Green Heritage Awards
Achieve our Departmental net local risk budget.	ACHIEVED £9,657,760	<b>£10,320,000</b> Original Budget	<b>ACHIEVED</b> £10,344,132 Final Agreed Budget: £10,648,000
Reduce utility consumption (electric)	ACHIEVED 1,634,115 Kw/hrs - at time of reporting to Members	<b>1,593,262</b>	<b>ACHIEVED</b> <b>1,672,971 Kw/hrs</b> , a reduction of 77,980 Kw/hrs on final figure for 17/18 (1,750,951) giving a reduction of 4.45%
Reduce utility consumption (gas)	Missed 3,709,922 Kw/hrs - at time of reporting to Members	2.5% reduction on 2017/18 performance	<b>ACHIEVED</b> <b>3,645,948 Kw/hrs</b> , a reduction of 200,310 Kw/hrs on final figure for 17/18 (3,848,258), giving a reduction of 5.2%
Reduce fuel consumption (white & red diesel)	Missed 68282 litres	5% reduction on 2017/18 performance = <b>64,878</b>	Awaiting data
Reduce fuel consumption (petrol)	Missed 5185 litres*	5% reduction on 2017/18 performance = <b>4,926</b>	Awaiting data
Reduce fuel consumption (small fuels)	ACHIEVED 8395 litres	5% reduction on 2017/18 performance = <b>7,975</b>	Awaiting data
Increase electricity generation	ACHIEVED 72477 Kw/hrs	A further two additional buildings generating 50KWH each	<b>ACHIEVED</b> <b>114,015 Kw/hrs</b> which <b>represents a 57.3%</b> <b>increase in electricity</b> <b>generation figures on</b> <b>17/18</b>
Increase the amount of directly supervised volunteer work hours	Missed 36,526	<b>38,352</b>	<b>Missed</b> 37,040

Performance Measure Description	2017/18 Actual (annual)	2018/19 Performance Target	2018/19 Actual (annual)
Increase the amount of indirectly supervised volunteer work hours	New Baseline 7670.5	8,438	<b>Missed</b> 8,303
Increase the amount of unsupervised volunteer work hours	ACHIEVED 19,896.52	21,887	<b>ACHIEVED</b> 26,751
Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.	Missed 91%	96%	<b>Missed</b> 94%
Increase the number of 'visitors' to the Open spaces webpages.	ACHIEVED 767,076	843,784	<b>ACHIEVED</b> 927,166
Increase the percentage of H&S accidents that are investigated within 14 days.	Missed 78%	86%	<b>MISSED</b> 77%
Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	ACHIEVED 3.18 FTE Working Days Lost per FTE	3.2 days FTE Working Days Lost per FTE	<b>MISSED</b> 3.62
Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Missed 3.13 FTE Working Days Lost per FTE	2.30 days FTE Working Days Lost per FTE	<b>MISSED</b> 4.24
Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Survey not undertaken	95%	This exact question was not asked in the Dept staff survey, but a similar question resulted in the following response: • 79% of staff would recommend working for the Open Spaces Department
Increase the amount of tennis played across our sites.	ACHIEVED 2700 Adults 1264 Concession 2769 Coaches (total 6,733)	<b>WHP:</b> 8,416	<b>MISSED WHP:</b> 6,413
	Missed Parliament Hill: 7,299 Adult 4,116 Concession 11,415 Total	<b>Parliament Hill:</b> 7,664 Adult 4,322 Concession 11,986 Total	<b>ACHIEVED Parliament Hill:</b> 8,155 Adult 3,470 Concession U/K 397 <b>12,022 Total</b>

Performance Measure Description	2017/18 Actual (annual)	2018/19 Performance Target	2018/19 Actual (annual)
	ACHIEVED Golders Hill Park 1,777 Adult 1,402 Concession 3,179 Total	<b>Golders Hill Park:</b> 1,866 Adult 1,472 - Concession 3,338 Total	<b>ACHIEVED</b> Golders Hill Park 2,389.5 Adult 1,405 Concession <b>3,794.5 Total</b>
	ACHIEVED Queen's Park 4,181 Adult 961.5 Concession 5,142.5 Total	<b>Queens Park</b> 4,390 Adult 1,010 Concession 5,400 Total	<b>MISSED</b> Queen's Park 3,483 Adult 783 Concession <b>4,266 Total</b>
Increase the amount of football played across our sites.	Missed 82 bookings	<b>WHP</b> <b>86</b>	<b>MISSED</b> 58
	Missed 2,209	<b>Epping</b> 2,319	<b>Missed</b> 2,200
	Missed Heath Extension = Adult 0 bookings Junior 145 bookings	<b>Heath Extension</b> 1 Adult 152 Junior	<b>PARTLY ACHIEVED =</b> Heath Extension 0 Adults 169 Juniors
	ACHIEVED Parliament Hill = Adult 13 bookings Junior 51 bookings	<b>Parliament Hill</b> 14 Adult 54 Junior	<b>PARTLY ACHIEVED</b> Parliament Hill = 0 Adults 74 Juniors
	Missed 40 bookings	<b>Highgate Wood</b> <b>42</b>	<b>Missed</b> 40 bookings
Increase the number of golf visits at Chingford Golf Course.	Missed 18,677	Increase 2017/18 performance by 5% = <b>19,612</b>	<b>ACHIEVED</b> 25,280
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)	ACHIEVED 100%	85% of participants surveyed	<b>ACHIEVED</b> 100%
Increase the percentage of new participants in the Learning Programme who are surveyed who report their intention to visit our open spaces with their families	ACHIEVED 94%	70% of participants surveyed	<b>ACHIEVED</b> 90%

Performance Measure Description	2017/18 Actual (annual)	2018/19 Performance Target	2018/19 Actual (annual)
Increase the percentage of Learning Programme participants who are surveyed who are from Black and Minority Ethnic or under-represented groups	ACHIEVED 51%	55% of participants surveyed	<b>ACHIEVED</b> 59%

## Appendix 4

Targets that were missed by 10% or more	Reason for missing targets
The percentage of H&S accidents that are investigated within 14 days	<p>Target = 86% Actual = 77%</p> <p>The target which was set in 2016 has not been achieved for the three years. Performance in 2018/19 was comparable with 2017/19. Shift work and complex investigations has kept the 14-day target in the mid 70%'s. However, the Department is at 96% for investigation within 28 days which is the corporate performance measure.</p>
The average number of FTE working days lost per FTE due to short term sickness absence	<p>Target = 3.2 days Actual = 3.62 days</p> <p>There are often fluctuations in sickness absence which cannot be explained by any particular reasons. Management continue to be committed to managing sickness absence effectively and data is reviewed monthly by the Senior Leadership Team.</p>
The average number of FTE working days lost per FTE due to long term sickness absence	<p>Target = 2.3 days Actual = 4.24 days</p> <p>There are often fluctuations in sickness absence which cannot be explained by any particular reasons. Management continue to be committed to managing sickness absence effectively and data is reviewed monthly by the Senior Leadership Team.</p>
Tennis played at West Ham Park	<p>Target = 8,416 Actual = 6,413</p> <p>A very challenging target of increasing the number of court hours used by 25% on the previous year was set. The actual this year was only 5% down on the year before. Numbers were down during the hot summer period.</p>
Tennis played at Queens Park	<p>Target = 5,400 Actual = 4,266</p> <p>Numbers were down during the hot summer period. In addition, the courts were closed for a period in Sept / Oct 2018 due to resurfacing,</p>
Number of football bookings at West Ham Park	<p>Target = 86, Actual = 58</p> <p>The main Junior team that used WHP disbanded part way through the season.</p>



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

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