



Queen's Park Consultative Group

Date: TUESDAY, 24 APRIL 2018

Time: 2.30 pm

Venue: THE WALK WILL BEGIN AT 2.30PM AND THE MEETING WILL BEGIN AT 4.00PM AT QUEEN'S PARK OFFICE, KINGSWOOD AVENUE, LONDON NW6 6SG

Members:	Karina Dostalova (Chairman)	Councillor Eleanor Southwood (London Borough of Brent)
	Anne Fairweather (Deputy Chairman)	John Blandy (Queen's Park Area Residents' Association)
	Ruby Sayed	Helen Durnford (Queen's Park Area Residents' Association)
	Virginia Bonham Carter (Ark Franklin Primary School)	Giovanna Torrico (Friends of Salusbury School)
	Cllr James Denselow (London Borough of Brent)	Vicky Zentner (Kensal Rise Residents Association)
	Councillor Neil Nerva London Borough of Brent)	

Enquiries: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

Refreshments will be served in the Queen's Park Café at 3.30pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes of the meeting held on 29 November 2017.

For Decision
(Pages 1 - 6)

4. **ACTIONS SHEET**

Report of the Town Clerk.

For Information
(Pages 7 - 8)

5. **SUPERINTENDENT'S UPDATE**

Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 9 - 16)

- a) Appendix 1 - Draft Queen's Park Woodland Walk Management Plan
(Pages 17 - 36)
- b) Appendix 2 - Queen's Park Proposed 2018 Schedule of Events (Pages 37 - 38)
- c) Appendix 3 - 2018/19 Divisional Plan (Including 4th Quarter Status & Update for 2017/18 Divisional Plan)
(Pages 39 - 46)
- d) Appendix 4 - 2018/19 Annual Work Programme
(Pages 47 - 60)

6. **QUESTIONS**

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

8. **DATE OF NEXT MEETING**

The date of the next meeting is 31 October 2018 at 4.00pm.

QUEEN'S PARK CONSULTATIVE GROUP **Wednesday, 29 November 2017**

Minutes of the meeting of the Queen's Park Consultative Group held at Park Manager's Office, Queen's Park, London NW6 on Wednesday, 29 November 2017 at 3.00 pm

Present

Members:

Karina Dostalova (Chairman)
Ruby Sayed
Virginia Bonham Carter (Ark Franklin Primary School)
John Blandy (Queen's Park Area Residents' Association)
Helen Durnford (Queen's Park Area Residents' Association)
Giovanna Torrico (Friends of Salusbury School)
Vicky Zentner (Kensal Rise Residents' Association)

Officers:

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

1. APOLOGIES

Apologies were received from Anne Fairweather, Cllr James Denselow, Cllr Neil Nerva and Cllr Eleanor Southwood.

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

There were no declarations.

3. MINUTES

RESOLVED, that the minutes of the meeting held on 14 June 2017 be approved as a correct record.

4. SUPERINTENDENT'S UPDATE REPORT

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

Operational Management

- The Queen's Park Manager noted that two recruitment campaigns had been conducted for the vacancy of Team Leader, but the preferred candidate had declined the role in favour of a secondment in the Ascension Islands. The Queen's Park Manager added that he was working with City of London Corporation HR to review the job description, and a further recruitment round would be conducted in early 2018.

- The Queen's Park Manager noted that a range of cyclical works had been carried out in the Park, including rewiring of the Play Area Toilets and the Pool. Further cyclical works were planned, including to paths and fencing. Park users would be updated on the progress of works via social media.

Projects and Programmes

- The Queen's Park Manager noted that some movement had been detected in the Ladies' Toilets. Temporary repairs had been carried out by the City's City Surveyor's Department, and the building would be monitored for further movement. The Manager reminded Members that a proposed extension to the toilet block had been proposed at the June 2017 meeting, at a cost of £45,000. The recent movement presented an opportunity to review whether a wider, more ambitious, project could be undertaken.
- In response to a question from a Member, the Queen's Park Manager confirmed that monitoring the building for further movement was being undertaken.
- In response to a question from a Member, the Chairman noted that any increased project scope would be subject to the City of London Corporation's Project Procedure. The Superintendent agreed to map out a draft project timeline and share it with Members outside of the meeting.
- In response to requests from Members for the Group to be involved in the process as much as possible, the Superintendent agreed to share the designs for the Ladies' Pond at Hampstead Heath as a potential example of what any future project for the toilet block in Queen's Park could involve.
- In response to comments regarding potential funding sources for the project, the Queen's Park Manager noted he had approached Accessibility who had advised they had limited funding to offer. The Chairman noted that she would also approach the City's Chief Grants Officer to see if the project qualified for any City grants. A Member encouraged officers to liaise also with the London Borough of Brent.
- The Queen's Park Manager noted that the tender for works at the Queen's Park Sandpit had been unsuccessful, and he would therefore be re-approaching potential contractors.

Sustainability

- In response to a question from a Member, the Queen's Park Manager replied that some green waste was composted at the Park, but that the bulk was removed by a contractor as the cost of disposing with all green waste at the Park itself was prohibitive.

Ecology and Environment

- The Queen's Park Manager noted that the City's Director of Open Spaces had formed a Biosecurity Working Group consisting of officers from the Royal Parks and the City of London Corporation to encourage a joined-up response to biosecurity threats such as Oak Processionary Moth.

Visitors and Community

- A Member welcomed the fact the Park was licenced to hold marriages and civil partnerships at the Bandstand, with accompanying marketing potential.
- The Queen's Park Manager noted the ongoing popularity of the RSPBs 'Wild Park' sessions.

Events

- The Queen's Park Manager noted an application had been received for a further *Shakespeare in the Squares* to be held in the Quiet Garden on 23 June 2018.
- The Queen's Park Manager thanked the Queen's Park Area Residents Association for their role in delivering a successful Queen's Park Day, which was attended by over 11,000 people.
- In response to a question from a Member, the Queen's Park Manager replied that local business involvement in events in the Park included an alcohol stall for *Shakespeare in the Squares* and a local caterer for Queen's Park Day. The Chairman commented that it was important that the Park Café was given as much support as possible.

Sport and Recreation

- The Queen's Park Manager noted that two tennis courts had not yet been allocated a contractor. He would be meeting with the Lawn Tennis Association on 4 December 2017 to explore grant funding opportunities, and would also review whether any potential funding could be claimed from the Wembley Stadium Trust. In response to a comment from a Member, he agreed to liaise with the City's Central Grants Team to ensure any grant application best practice could be applied to bids from the Park.

Financial Implications

- Members considered a tabled paper setting out income for the Park for both 2016/17 and 2018/19. In response to a question from a Member, the Superintendent noted that income from donation boxes at

Hampstead Heath and Highgate Wood secured c. £80 per month, and that similar boxes could be trialled at Queens's Park.

- In response to a request from the Chairman, the Superintendent agreed to provide an analysis at the next meeting on the effectiveness on the online booking system used in the Park.
- In response to a further request from the Chairman, the Superintendent agreed to draw up options for improving the fencing around the paddling pool for the next meeting.
- In response to a suggestion from a Member, the Superintendent agreed to investigate whether the listed telephone box near the Park could be converted into a community use, such as a pop up coffee shop or heritage library. He nevertheless noted that the box was still operational.

RESOLVED, that the report be noted.

5. QUEEN'S PARK CAFE UPDATE

Members considered a tabled paper of the Superintendent regarding potential options for Queen's Park Café and the following points were made.

- The Queen's Park Manager noted that Members had before them four anonymised bids for the licence to operate Queen's Park Café. They had been graded using a matrix of 60% quality and 40% price. Of the four bids, bid 6 and bid 12 had proved most popular in terms of their menus during public consultation.
- In response to a question from the Chairman, the Park Manager confirmed that each potential café operator's social offering had been evaluated as part of the catering concept element of their bid. He agreed to amend the title of that section accordingly to reflect the fact it included a social offering.

Giovanna Torrico left at this point of the meeting.

- The Park Manager noted that bids 6 and 12 had plenty of catering experience but not necessarily in a park context. Bid 1 had less experience and was more geared towards hot drinks. Bids 1, 6 and 12 were all local to the Queen's Park area.
- The Chairman noted that she would welcome a community statement from bid 1.
- A Member commented that she would welcome a provider was creative in terms of menu, and planned to use the whole range of space in the café.
- A Member encouraged the Park Manager to interview all four bids, not just the top two. If only two bids were brought forward for interview,

officers should be clear on their reasons for not inviting the other two bids.

- In response to a question, the Superintendent agreed to confirm whether the Chairman and the Chair of the Queen's Park Area Residents' Association could observe the forthcoming interviews. The Park Manager noted that the interviews were scheduled for mid-January 2018.

RESOLVED, that the report be noted.

6. DEVELOPING A DIVISIONAL PLAN FOR HAMPSTEAD HEATH, HIGHGATE WOOD, KEATS HOUSE AND QUEEN'S PARK

Members considered a report of the Superintendent regarding the development of a Divisional Plan for Hampstead Heath, Highgate Wood and Queen's Park and the following points were made.

- The Superintendent noted that 19 projects listed within the report and its appendices related to Queen's Park. A further project concerning the Ladies' Toilets would be included, and a Red/Amber/Green column added to future iterations to aid interpretation of project progress.

RESOLVED, that the report be noted.

7. QUESTIONS

Anti-Social Behaviour at Lychgate

In response to a question from a Member regarding an increase in anti-social behaviour at the lychgate on the south-eastern corner of the Park, the Park Manager noted that the local policing team had recently had a change in personnel which had meant there had been some interruption in night-time patrolling. He would provide the policing team with a key to allow them to access the Park after hours. A Member added her thanks to the Park Manager for his efforts to secure policing presence – she noted that the Police had attended her Association meetings monthly but had not attended for the past six months.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business.

9. DATES OF NEXT MEETINGS

The date of the next meeting on 24 April 2018 at 3.00pm was noted.

The meeting ended at 4.50 pm

Chairman

Contact Officer: Alistair MacLellan / alistair.maclellan@cityoflondon.gov.uk

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Queen's Park Consultative Group

Actions

Date	Action	Officer responsible	Progress Update
29 November 2017	Bid section title to be amended to 'catering concept and social offering'	Park Manager	Update at April 2018 meeting
29 November 2017	Investigate whether listed telephone box can be converted to community use.	Park Manager	Update at April 2018 meeting
29 November 2017	Review whether donation boxes can be trialled at Queen's Park.	Park Manager	Update at April 2018 meeting
29 November 2017	Liaise with City's Central Grants Unit to see whether Park qualified for grant funding for sports facilities	Park Manager	Update at April 2018 meeting
29 November 2017	Chairman to speak to City's Chief Grants Officer to review whether toilet block would qualify for grant funding	Chairman	Update at April 2018 meeting
29 November 2017	Design for Ladies Pond at Hampstead Heath to be circulated to Members for information	Superintendent	Update at April 2018 meeting

Queen's Park Consultative Group

Actions

Date	Action	Officer responsible	Progress Update
29 November 2017	Draft Project timeline for Ladies' Toilet to be circulated to Members	Superintendent	Update at April 2018 meeting
29 November 2017	Walk – Devise solution to paddling pool railings cover	Park Manager	Update at April 2018 meeting
29 November 2017	Walk – Provide an update on the sandpit	Park Manager	Update at April 2018 meeting
29 November 2017	Walk – Renew hornbeam/beech hedge	Park Manager	Update at April 2018 meeting
29 November 2017	Walk – Review location of Christmas Tree	Park Manager	Update at April 2018 meeting

Committee	Dated:
Queen's Park Consultative Group	24 April 2018
Subject: Superintendent's Update	Public
Report of: Bob Warnock, Superintendent of Hampstead Heath	For Discussion
Report author: Richard Gentry, Open Spaces Department	

Summary

This report provides Members with an update on the management and operational activities of the Queen's Park Team since November 2017. The report will focus on achievements and forward planning including updates on the Queen's Park Annual Work Plan and its contribution to the Divisional Plan.

Recommendation(s)

It is recommended that:

- Members provide feedback on the Draft Woodland Management Plan, attached at Appendix 1.
- Members provide feedback on the Schedule of Events at Appendix 2.
- Members provide feedback in relation to the variation to the Premises Licence for Films to be shown on a Friday evening in the Park, as set out in paragraph 35.
- Members give their views on the request from the Mayhew Animal Home to hold their Christmas Fayre in the Park in late November or early December 2018 as set out in paragraphs 36-37.
- Members give their views on the City of London supporting the request for an Opera to be held under a big top in the Park in June 2019 for a performance of Queen's Park the Opera, as set out in paragraphs 38-39.
- Members give their views on the proposal of the Park Manager to enter into discussions with Pines & Needles as set out in paragraphs 44-45.
- That the view and comments of the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 23 May 2018.

Main Report

Operational Management

Recruitment of Team Leader

1. The Job Description and Person Specification for the vacant Team Leader post have been amended to consider an individual with skills in project management and the ability to support a small team in an urban park environment. Recruitment to this post will commence shortly.
2. Casual staff will be recruited to support the Keepers in the summer of 2018 with the maintenance of the Park.

Projects and Programmes

3. The City has a project procedure, this ensures that all projects, which will exceed £50,000 must be recorded and monitored. The delivery of a project supports the City in delivering its key aims and objectives. The process of monitoring ensures that the project is delivered effectively and efficiently, and the City makes the best use of its available resources.
4. Officers are considering a revised approach to the implementation of two projects within the Park:

Play Area Toilets

5. Officers recognise the concerns which have been raised by the Local Community with regard to the toilet block adjacent to the Play Area.
6. The Park Manager has worked with the Local Community to develop a solution for additional access to a toilet from the Play Area. Within the last six months it has become evident that there is movement in the building. The City of London's Surveyors Department (Property Facility Manager) arranged for a survey to be carried out of the property foundations. Two surveys were carried out, a CCTV and bore hole survey.
7. The advice received from the insurance Loss Adjuster was to remove the horse chestnut at the rear of the toilet block building. Horse Chestnut and London plane tree roots were found in soil samples taken from the bore holes. The Loss Adjuster reported that *'It is quite possible that both trees are influencing the situation, but as the damage to the block is essentially to the rear of it, I am still of the view that it is the Horse Chestnut (which is nearer to the building) that is the primary catalyst for the damage'*.
8. The Park Manager, is preparing a Capital and Supplementary Revenue Project for updating, extending or replacing the toilet block. The first stage is to prepare a detailed project proposal (Gateway 1 & 2).

9. The Park Manager will be meeting with the Principal Surveyor in early April to seek advice on options available for this building as the Gateway Project process is commenced.

Sandpit Redevelopment

10. Tenders received for the redevelopment of the sandpit were costed at more than the available Local Risk Budget for the completion of the works.
11. Consequently, the Park Manager is proposing to include the redevelopment of the sandpit within the same Gateway Project submission as the Play Area Toilets this would enable (pending approval) the Division to deliver the refurbishment as a Capital Project.
12. A plan for the sand pit has already been prepared and as per the comment in para. 8, the Park Manager will seek further advice from the Principal Surveyor on an agreed approach as the Gateway 1/2 Report is completed and submitted for consideration and approval.

Draft Woodland Walk Management Plan

13. A recent focus group meeting was held with Local Stakeholders. The focus group included individuals and organisations from a broad spectrum to ensure that the Management Plan reflected the local knowledge of the Queen's Park Area and all the challenges that it will face in the future. The development of the Woodland Walk Management Plan for Queen's Park will enable the City of London to review its aspirations alongside the physical characteristics of the area and identify management operations for the next 10 years. A draft of the Woodland Management Plan can be found at Appendix 1.

Children's Farm

14. The Park Manager will provide a verbal update on the progress of the Children's Farm redevelopment project.

Tennis Courts

15. The City of London Surveyor's Department are currently tendering for the refurbishment of the Queen's Park Tennis Courts. The Park Manager has requested that works do not commence until after summer 2018. The first phase will involve the resurfacing of the courts. The second phase will be completed in Spring 2019 whereby the final coating will be applied along with the permanent line marking.

City Surveyors Cyclical Works Programme

16. Scheduled works in the City Surveyors 2018/19 Cyclical Works Programme include; flat roof and rainwater goods replacement to Office / Café building, external decoration to staff areas, CCTV replacement and external and internal decoration to the Toilet Block.

Sustainability

17. In late December 2017 and early January 2018, Queen's Park was a drop off point for, primarily, London Borough of Brent residents to dispose of their Christmas Trees responsibly. This year 1,030 trees were deposited in the Park. The trees were collected by the waste contractor Veolia at no cost to the City of London. There is minimal intervention from staff, e.g. collecting trees thrown over fences and erecting a corral.
18. One of the larger costs incurred in the Local Risk Budget is the removal of waste from the Park. In the Financial Year 2016/2017, the Park spent £32,000 removing waste, this figure is not including the staff time to collect and manage the removal of the waste. A 2018/19 – 2020/21 Divisional Plan (see Appendix 3) Project has been identified to develop a long-term waste management strategy including improved collection and disposal services and waste reduction to reduce overall costs.

Ecology and Environment

Avian Influenza

19. Avian influenza (bird flu), a disease of birds, has been identified in wild birds in England. In January 2018, The Department for Environment, Food & Rural Affairs (Defra) introduced an Avian Influenza Prevention Zone in England (<https://www.gov.uk/government/news/avian-influenza-bird-flu-in-winter-2017-to-2018>). Arrangements have been made for the chickens, a goose and ducks at the Queen's Park Children's Farm to be sequestered indoors / fully undercover for their protection.

Oak Processionary Moth

20. At the request of the Forestry Commission, a contractor has carried out a winter survey for Oak Processionary Moth. The contractor has looked at oaks which are within 250m of a pheromone trap that was laid in the summer to see if there is a pattern between moths caught in the summer and nests found.
21. The contractor has reported back that they did not find any signs of infestation in Queen's Park during their recent survey. They will carry out a quality control on a selection of the areas covered under this work and will advise the City of London if there are any findings.

Visitor and Community

22. The Kensal to Kilburn Transition Town vegetable garden at the rear of the Café continues to be successful. This success is not only measured by what they harvest but with the community involvement that has grown within this group.

Update on the Café

23. The tender process for the Queen's Park Café commenced on 9 October 2017 and the submission deadline for tenders was 12 November 2017. In all there were 35 expressions of interest and 12 compliant tenders were received by the submission deadline.
24. A thorough procurement exercise was carried out, with bidders evaluated via a transparent process that encouraged innovation and considered the recommendations from the café engagement and consultation exercise carried out in Queen's Park in early 2017. These recommendations included both the social and environmental values that are relevant to the needs of our customers.
25. On the 8 and the 11 December 2017 the top four operators were requested to attend a clarification meeting to ensure their proposals were fully understood. These meetings were held with the Superintendent of Hampstead Heath and the Constabulary and Queen's Park Manager.
26. On 15 November 2017 the Hampstead Heath, Highgate Wood and Queen's Park Committee approved delegated authority to the Town Clerk in consultation with the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee to award a three year lease for the Queen's Park Café, a three year lease was awarded to the operator Urban Leisure Group (ULG).
27. ULG commenced trading in the café on 3 February 2018. Initial feedback from users is positive with a refreshing and professional ambience in the café.

Pedestrian Counters

28. The Park maintains pedestrian counters at the main entrances and at facility entrances. As the equipment becomes less reliable, the data provided is less accurate especially with equipment failure. The Park Manager will provide an update at the meeting on the data captured from the pedestrian counters.

Learning, Volunteers and Schools

29. Two local schools, Salusbury and Malorees have supported the Park Team in an annual event which involved the planting of daffodil bulbs. Over 700 children took part and planted more than 4,000 bulbs in the Field of Hope, adjacent to the Play Area.
30. To date, the Learning Project Officer has run 14 sessions at Queen's Park. 79 Adults have engaged with the sessions and 177 children have been involved. Playing Wild has been to Queen's Park day twice. In 2017 we engaged with 129 adults and children.
31. Through the Learning Project Officers, 18 work experience students have come to Queen's Park and assisted with Horticulture and Animal care.

32. Four students with special educational needs volunteered in the Park between September and November. They performed duties in the farm and gardens, completing a total of 48 hours.

Hampstead Heath Constabulary

33. The Hampstead Heath Constabulary continue to undertake regular patrols of the Park. On the occasions when the Constabulary witness a dog off a lead, or member of the public cycling through the Park, a warning is issued. The Park Team continue to engage with users of the Park and remind them of the byelaws and how to use the Park responsibly.

Events

34. A draft schedule of events has been provided at Appendix 2. (The dates listed may be subject to change).

NOMAD – Variation to Licence

35. The NOMAD Cinema have requested that the City of London consider a variation to their Premises Licence to accommodate outdoor cinema screenings on a Friday and a Saturday evening. It is proposed in 2018 to have a film on a Friday evening and then another on the Saturday and two further screenings on separate Saturday evenings. Dates are still to be confirmed. An application has been submitted to Brent to vary the Premises Licence. The views of this Committee are sought on the variation to the Premises Licence to include Friday evenings.

Mayhew Winter Fayre

36. The Mayhew are a local animal rehoming charity. They have approached the Park Manager and asked for consideration to be given to holding their annual Christmas Fayre in the Park. They have outgrown the location of the current Christmas Fayre event, which is at their rehoming centre in Trenmar Gardens.
37. The views of Members are sought giving consideration to the request made by the Mayhew to hold their Christmas Fayre in the Park in late November or early December 2018.

Queen's Park, The Opera

38. A provisional request has been made to the City of London, Queen's Park to host a performance of 'Queen's Park, The Opera' in 2019. The event organiser would require use of a big top where the performance would be staged. The proposed event would take place between 27-30 June 2019 (proposed dates).
39. Estimated audience number would be 300. The organisers have suggested funding from the City of London. Estimated costs would be £80,000. Funding for this proposed event would have to be sought by the event organiser as the

City of London would not be in a position to provide any funding for this proposed event. The views of Members are sought on the provisional request for the staging of an Opera in the Park in a big top in June 2019.

City of London Corporation (Open Spaces) Act 2018

40. The City of London Corporation (Open Spaces) Act 2018 received Royal Assent on 15 March 2018.
41. A copy can be accessed at <http://www.legislation.gov.uk/id/ukla/2018/1>. This additional legislation has significant implications for the City Corporation and its ability to manage its Open Spaces. The Act focuses primarily on three main objectives:
 - Clarifying general management powers;
 - Strengthening the City Corporation's powers to deal with anti-social behaviour; and
 - Providing greater opportunity to generate income to be re-invested back into the running of our green spaces.
42. Exercise of the new powers will be decided by the Hampstead Heath, Highgate Wood & Queen's Park Committee following consultation with the Queen's Park Consultative Group.

Income and Expenditure

43. The Superintendent will provide a verbal update of income and expenditure at the meeting.

Pines and Needles Proposals

44. Previously, Queen's Park has been approached by Pines and Needles who, through a retail operation, supply Christmas Trees. In an effort to increase their outlets in the lead up to the Festive Period, they sought permission from the City of London to utilise a space within Queen's Park to sell trees from. Under the existing legislative framework at that time, the City of London was unable to offer this space for retail purposes.
45. With the introduction of the City of London Corporation (Open Spaces) Act 2018, the Park Manager would like to recommence discussions with the Operator and the Comptroller and City Solicitor to assess if the previous proposal is viable.

2018/19 Annual Work Programme

46. The Annual Work Programme (AWP) sets out cyclical and project works planned at Highgate Wood over the next 12 months and is integral to effectively prioritising programmes and works for resource allocation. The 2018/19 AWP is appended to this report (see Appendix 4).

Divisional Plan

47. A 4th Quarter update on the status and progress of the 2017/18 Divisional Plan Projects is attached at Appendix 3. Members are asked to note the progress of the Projects, and in particular Projects with April 2018 milestones.

Corporate & Strategic Implications

48. Corporate Plan 2015-19: To provide valued services, such as education, employment, culture and leisure, to London and the nation. Draft Corporate Plan: Our spaces inspire excellence, enterprise, creativity and collaboration; People are safe and feel safe; People enjoy good health and wellbeing.
49. Open Spaces Business Plan 2017: Improve health and wellbeing through access to green space and recreation.

Appendices

- Appendix 1 – Draft Queen’s Park Woodland Walk Management Plan
- Appendix 2 – Queen’s Park Proposed 2018 Schedule of Events
- Appendix 3 – 2018/19 Divisional Plan (Including 4th Quarter Status & Update for 2017/18 Divisional Plan).
- Appendix 4 – 2018/19 Annual Work Programme

Richard Gentry

Constabulary and Queen’s Park Manager

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Queen's
Park

Registered Charity

Queen's Park Woodland Walk Management Plan

(to be read in conjunction with the Queen's Park Conservation
Management Plan 2014 - 2024)

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

Queen's Park Woodland Walk Management Plan Index

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Introduction

For a number of years, the management of Queen's Park has been supported with an overarching Management Plan, this plan has previously set out how the Park would be managed

Modern park management is complex and requires strategic planning to aid the efficient and effective management of the site.

There are many reasons for having a current Management Plan for the Woodland Walk in Queen's Park.

- Guide future management, so ensuring continuity;
- Explain to our users how decisions are made;
- Ensure clear management objectives, plans and programmes are laid down;
- Identify future requirements;
- Promote interest and support of the Park;
- Encourage active community involvement in the management of the Park;
- Assist Park Managers to react positively to a changing and challenging environment;
- Monitor and assess changes that occur in the Park.

In 2014, Queen's Park Conservation Management Plan was published after....

Integral in the process of developing a management plan is the input of our staff, stakeholders and members of the public.

We considered categories which were relevant to the management of the Woodland Walk, these categories are;

- A Welcome Place
- Clean and Well Maintained
- Healthy, Safe and Secure
- Sustainability

- Community Involvement
- Biodiversity and Heritage
- Marketing
- Management
- Improvements
- Monitoring and Review

Some are distinct categories and but there may be some overlap between the categories and features of the Woodland Walk be discussed across a number, e.g. trees may feature in Sustainability and also in Biodiversity.

1 Setting the Scene

1.1 Introduction

In 1999 it was decided to reinstate a pathway at the north end of the park that had been used as part of the pitch and putt course since 1966. This would allow access to be gained to both sides of the park once again and reinstate the figure of eight that Alexander McKenzie had laid out in the original design.

Through the planning process that was undertaken, it was decided that we would not just put in a new pathway but would introduce a woodland walk area. This would be totally different to any other area in the park and offer the public a glimpse of woodland life in the heart of London.

The mature trees that were already in place were added too and supplemented with native hedgerows and wooden log piles. Habitat housing was introduced at first to encourage wildlife such as birds, bats and insects to use this area. These have since been removed as the native fauna have now populated this area naturally.

Since its introduction this area has been invaluable in introducing local school children to the natural environment they would not ordinarily see. We have had numerous insect safaris, bat walks and tree identification walks. The local school children helped to plant the native hedgerow which we have now started to lay, using the traditional methods that have been passed down over the centuries to encourage even more habitats to exist in this area and thus attracting a wider spectrum of fauna.

1.2 The Vision

The overall vision is to ensure that the Woodland Walk is a managed Woodland site, and to increase its biodiversity value and its resilience to future threats. At the same time its features and its reputation as a safe environment for relaxation, recreation and education will be maintained.

The woodland walk currently has relatively little diversity of woody species, making it vulnerable to threats such as from climate change, pests and diseases; there is a restricted shrub layer. The ground flora is overall generally sparse, due to shade and public usage.

The vision is therefore to enhance the general character of the wood.

- Increase the range of appropriate trees and shrubs species.
- Diversify the canopy structure.
- Improve the shrub layer.
- Increase natural regeneration.

Whilst still maintaining and encouraging, public access and enjoyment.

2 Objectives

2.1 Objectives

- Increase the diversity of native trees and shrubs
- Manage and expand conservation areas
- Seek opportunities to create new areas
- Consider ways to protect areas of the woodland from compaction and erosion due to visitor activities
- Plan and protect against present and forthcoming tree disease threats and climate change
- Control invasive non-native plants
- Implement a programme of surveying, monitoring and recording flora and fauna
- Encourage local volunteers to help with maintenance
- Set up educational sessions for local schools promoting biodiversity.

3 A Welcome Place

3.1 Visiting the Woodland Walk

The policy of the City of London is to continue free access to the Park from 7.00 am to dusk every day of the year, including Bank Holidays. "Access for All" is an objective that will be rigorously pursued, although local parking restrictions in the surrounding roads are a recognised constraint.

3.2 Entrances

There are seven main entrances to Queen's Park, located in:

- Kingswood Avenue – opposite Montrose Avenue
- Kingswood Avenue – opposite Hopefield Avenue
- Kingswood Avenue - Chevening Road
- Chevening Road – Milman Road
- Milman Road – opposite Keslake Road

- Milman Road – Harvest Road
- Harvist Road

The nearest underground station is:

- Queen's Park on the Bakerloo Line – approx. 3 min walk

The nearest British Rail stations are:

- Queen's Park – approx. 3 min walk
- Brondesbury Park – 5 min walk
- Kensal Rise – 5 min walk

The following Bus Services pass near the Park:

Bus numbers 6, 52, 184, and 302 all stop on Chamberlayne Road, less than 5 min walk from the Park. Bus numbers 36, 187, 316 all stop next to Queens Park Station, less than 5 min walk from the Park. The 206 stops on Salusbury Road.

3.2.1 **Vehicle Access**

Vehicle access is kept to a minimum due to the sites nature conservation value. Operational staff use an electric John Deere buggy on site.

3.2.2 **Disabled access**

Both entrances at the start and end of the Walk are step free and wheelchair and pushchair accessible. During prolonged rain, water logging and puddling may occur, but this disperses very quickly.

3.3 **Equal access for all**

The Disabilities Discrimination Act 1995 (DDA) came into effect on the 1st October 2004. The Act defines a disabled person as someone with 'a physical or mental impairment which has a substantial and long-term adverse effect on their ability to carry out normal, day-to-day activities' The City of London Corporation and its partners are required by law to ensure that disabled people are not discriminated against regarding access to public places, such as the Woodland Walk, and are able to use it without hindrance. This is taken into consideration whenever changes or improvements are made to the Woodland Walk. This not only benefits disabled users of the parks and their carers/companions, but also benefits those with small children and older people.

3.4 Signage

There are signs at both entrances informing the public that dogs must be kept on leads. An audit of the signage throughout Queen's Park carried out in 2017 recognised the need to introduce welcome signs in the woodland walk with contact numbers and email addresses for the City of London and relevant user groups. Symbols will also be shown to make users aware of the bylaws that are in place.

3.4.1 Interpretation

There are interpretation panels placed at random along the length of the woodland walk that inform the public what to look out for, such as stag beetles and various bird species. These will be replaced with larger panels at each end of the woodland walk that will reflect the findings from the flora and fauna surveys that will be carried out throughout 2018. A panel explaining the history of the woodland walk will also be introduced. Tagging placed on trees will enable the public to identify species.

3.5 Toilet facilities and refreshments

Although there are no toilet facilities or refreshments directly available in the woodland walk, signage at the entrances to the park show where these can be found within the main body of the park.

3.6 Events

Educational events such as mini-safaris and planting days have taken place in the woodland walk since its conception. A more structured educational program will be introduced to allow local schools and groups to learn about conservation and bio-diversity. Volunteer days will also be introduced to help with the upkeep of the woodland walk, these will include, planting, invasive species removal, hedge laying and installing habitat structures such as bat and bird boxes.

4 Clean and Well Maintained

4.1 Queen's Park Team responsibility

There are 8 full time equivalent multi-skilled staff at Queen's Park. This supplemented by casual staff that are employed throughout the summer months.

A Park Manager is in place who facilitates the maintenance of the site supported by a Team Leader who is responsible for operational tasks. The Queen's Park annual work plan sets out the general maintenance for Queen's Park with frequencies of tasks to be carried out and KPI's to ensure that it remains on track, this includes the woodland walk. This is supplemented with a weekly work program that is both pro-active and reactive.

Litter picks are carried out on the Woodland Walk daily and vandalism, although infrequent such as graffiti is pro-actively removed on the day it is discovered. There are no litter bins or doggy bins in place on the Woodland Walk, but these can be found at both entrances before you enter or leave the woodland walk. This allows for minimal usage of vehicles through this area.

Role	Name	Contact details
Queen's Park Manager	Richard Gentry	richard.gentry@cityoflondon.gov.uk Office Tel - 020 8969 5661
Queen's Park Team Leader	Mick Guerin	mick.guerin@cityoflondon.gov.uk Office Tel - 020 8969 5661

4.2 Current Maintenance Operations

Feature	Task	Frequency												
		Jan	Feb	Mar	Apr	Ma	Jun	July	Aug	Sep	Oct	Nov	Dec	Total
Woodland Walk	Remove Litter	31	28	31	30	31	30	31	31	30	31	30	31	365
	Lay Hedgerow	1												1
	Beat Up											1		1
	Arrange Log Piles	1			1			1			1			4
	Maintain Gates/Fencing	1				1			1			1		4
	Tree Maintenance	1	1								1	1	1	5
	Maintain Pathways	1						1				1		3

4.3 Tree Maintenance

4.4 Graffiti

4.5 Hygiene

4.6 Cleanliness and hygiene monitoring

5 Healthy, Safe and Secure

5.1 Fulltime staff

The staff make regular patrols of the Woodland Walk, enforcing the bylaws and ensuring public safety. The area is cleared of the public each night when the staff close the main body of the park.

5.2 Trim trails

There is trim trail equipment situated at both ends of the Woodland Walk. These encourage the public to exercise whilst jogging or running and are very popular with the public.

5.3 Health and Safety

The health and safety of visitors to, and staff working in the Woodland and the park in general is given the highest priority. The COL maintains a health and safety quality management system and there are local systems in place to identify and report any health and safety concerns. Contact phone, email and web details are on all noticeboards.

5.3.1 Safety Representatives

There are staff safety representatives who attend the quarterly divisional health and safety meetings where they have the opportunity to raise issues that have not been fully addressed elsewhere. The group is also a place to discuss health and safety issues and legislation, and their implications on working practices.

5.3.2 Staff Reporting

All staff are encouraged to raise health and safety issues with their manager or with the health and safety representatives who can raise concerns at the quarterly divisional health and safety meetings. They can also raise any concerns through their union representative who also attends these meetings.

5.4 Byelaws

There are byelaws in place at Queen's Park that cover the whole of the park. These include Dogs having to be on leads at all time and no cycling. The Hampstead Heath Constabulary visit the Park on a regular basis to back up the park staff and to inform and educate the public with regards to the byelaws. A full list of the byelaws can be obtained from...

5.5 **Community safety**

5.6 **Locked at night**

6 Sustainability

6.1 **General sustainability principles**

Take reasonable measures to ensure that we consider the economic, environmental and social impact of activities on our open spaces and surrounding environment.

Apply the principles of the City of London's sustainability framework to all we do on our sites.

6.2 **Legislation & policy**

Ensure that the Department complies with and exceeds where practicable, all relevant legislation and policy affecting operations by keeping up to date with changes and maintaining the Green File.

Use enforcement powers, where appropriate, to prevent risk to human health and damage to the environment, by encouraging high standards of environmental protection and food safety.

6.3 **Energy & water**

Support the City's Carbon Reduction Commitment by improving and promoting energy efficiency in our buildings and operations.

Regularly measure, monitor and review our energy and water use and manage our activities to reduce wastage.

6.4 **Procurement & waste**

Meet the City's procurement standards whilst also seeking local environmental and ethical acceptable alternatives, when purchasing products and services. Reduce waste and maximise the repair, re-use and recycling of equipment and materials during our operations.

6.5 **Transport & pollution**

Record our use of fuels and reduce the impact of our vehicles and machinery on the environment and people. Seek to minimise all

forms of pollution generated by our activities and put in place procedures to deal with spillages.

6.6 Sustainable use of materials

6.7 Information & Best Practice

Raise awareness of sustainability issues and share ideas and innovation both internally and externally to encourage best practice wherever possible.

Work closely with local communities and other organisations so that we encourage sustainable development on and around our sites.

6.8 Monitor & Review

Regularly monitor and review progress using the Sustainability Audit System and quarterly energy data.

Assess individual progress by setting sustainability objectives in appropriate PDRs and review during appraisals.

7 Community Involvement

7.1 Vision for Volunteering

- *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.*
- *We nurture volunteer involvement by developing understanding and confidence to put learning into practice.*
- *Volunteers are valued for helping to shape green spaces, through hands-on involvement and by championing their benefits.*
- *We encourage volunteers to share experiences with each other and the wider community, stimulating discussion about the future of green spaces.*

- *Our staff are supported to provide diverse and quality opportunities for volunteer involvement which support our aims.*
- *Our policies, procedures and practices are live and interactive, which enables continual development and improvement. We welcome volunteer and staff input to keep them relevant.*

7.2 Links with Other Organisations

We are in the process of establishing more formal links with resident's associations adjacent to the walk. Some organisations such as the Queen's Park Area Residents Association (QPARA) the Kensal Rise Residents Association and local schools such as Ark Franklin, have attended a workshop with regarding this plan and were very keen to help set up volunteer days.

7.3 Corporate volunteering

Today more and more companies are becoming much more environmentally aware and are seeing and recognising the benefits that corporate volunteering brings to communities. The City of London Corporation welcomes companies who want to carry out improvement works to parks and green spaces.

Corporate volunteering Days can also be a source of revenue that can be used to sustain and improve the woodland walk and help to meet the vision set out in this Woodland Walk Management Plan.

8 Conservation & Heritage

8.1 Biodiversity

Ensure that operations support our policy for conserving the aesthetic, cultural, historical and biological interest of our open spaces, parks and gardens. Record and monitor our important features as indicators of success in ensuring the sustainable development on and around our sites.

'Biodiversity is all around us: not just in wild places and nature reserves but also in our cities, the places we live and work, our farmland and our countryside. We are an integral part of this biodiversity and exert a major influence over it.' (Natural England – Biodiversity).

The Department for Environment, Food and Rural Affairs (DEFRA) lists the following numerous reasons why biodiversity matters;

- It plays an important role in tackling climate change.
- It is an indicator of the wider health of our environment.
- It helps to sustain local economies.
- It supports other vital services that sustain life on earth (Ecosystem Services).
- It contributes to our health and wellbeing.
- It is an important part of our cultural heritage and identity.
- It offers opportunities for community engagement and volunteering.
- It provides us with essential products and materials.
- We have a responsibility to conserve biodiversity.

8.2 **Site history**

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

From the 1870s the area had a rapidly increasing urban population. Earlier in the century the need for public parks in an increasingly urbanised society had been identified and from the 1820s there had been a growing sense that recreation should be associated with moral improvement. Official recognition of the need of parks dates from 1833 when the Select committee on Public Works presented its report to Parliament. Parks would improve the health of those living in cities and provide accessible open space for recreation. The Parks movement developed as a result of the need to confront some of the major problems of urban living, parks provided a source of fresh air, opportunities for financial investment, a means of diffusing social tensions and improving the moral and physical condition of urban citizens and an alternative to the public house. Parks like Queen's Park were created as isolated elements, lungs and oasis of green.

Formerly administered by the Corporation's Coal and Corn and Finance Committee 1886 -1966, Queen's Park is now managed by The City of London Corporation through the Queen's Park and

Highgate Wood Management Committee. There is also the Queen's Park Consultative Group (QPCG), which comprises members from local groups including the Queen's Park Residents Association (QPARA) local Ward Councillors and a school's liaison contact.

The day-to-day physical management of the Park is undertaken under the guidance of the Hampstead Heath Division, based at Queen's Park, The Manager's Office, Kingswood Avenue, London. NW6 6SG.

9 Marketing

9.1 The marketing approach

Marketing Parkland Walk involves more than simply publicising and promoting the park, it also involves listening to the users of the park. A common phrase associated with marketing is 'putting the customer at the heart of everything we do.'

9.2 Websites

www.cityoflondon.gov.uk/queenspark

The City of London website contains extensive information on the City's parks and open spaces, including Queen's Park. Information such as locations, facilities and transport links for all City of London parks and open spaces is available.

9.3 Social Media

Social Media is now a regular way of communicating information between relevant parties and beyond. The City of London encourages all partners to use Social Media when communicating with communities.

Twitter.com @colqueenspark

9.4 Awards

Queen's Park has retained the Green Flag award for the 22 years since its conception and has retained the Green Heritage site award for the last 5 years.

Every year Queen's Park enters for the London in Bloom Awards and has received a gold award for the last 2 years.

10 Management

- 10.1 **Financial Scene**
- 10.2 **Management Structure**
- 10.3 **Corporate Plan**
- 10.4 **Divisional Plan**
- 10.5 **Annual Work Plan**
- 10.6 **Cyclical Work Plan**
- 10.7 **Finance and Funding**
 - 10.7.1 **Annual Local Risk Budget**
 - 10.7.2 **Income from Events**

11 Improvements

- 11.1 **Future Improvements**
 - 11.1.1 **Projects**

12 Monitoring and Review

Appendices

Appendix x.

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(Proposed) Queen's Park 2018 Schedule of Events

Event date(s) (inclusive)	Time (if known)	Event	Location
17/06/2018	3-5pm	Regent Brass Band	Bandstand
17/06/2018	12noon-5pm	Open Gardens & Studios	Park
23/06/2018	7-10pm	Shakespeare in the Squares	Quiet Garden
24/06/2018	3-5pm	Regent Brass Band	Bandstand
30/06/2018	2 days	QPARA Book Festival	Top Field
08/07/2018	3-5pm	Regent Brass Band	Bandstand
15/07/2018	3-5pm	Regent Brass Band	Bandstand
22/07/2018	3-5pm	Regent Brass Band	Bandstand
27/07/2018	7-10.30pm	Open Air Cinema Showing	Main Field
28/07/2018	7-10.30pm	Open Air Cinema Showing	Main Field
29/07/2018	3-5pm	Regent Brass Band	Bandstand
01/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
03/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
05/08/2018	3-5pm	Regent Brass Band	Bandstand
08/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
10/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
12/08/2018	3-5pm	Regent Brass Band	Bandstand
15/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
17/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
19/08/2018	3-5pm	Regent Brass Band	Bandstand
22/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
24/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
31/08/2018	3-4pm	Children's Entertainment Show	Field of Hope
01/09/2018	7-10.30pm	Open Air Cinema Showing	Main Field
08/09/2018	7-10.30pm	Open Air Cinema Showing	Main Field
16/09/2018	12noon-6pm	Queen's Park Day	Park
December tbc	1 - 4pm	Christmas Gathering	Café Area

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Ref	Action to deliver objective	Detail	Key Milestones	Date	Measure of success	Lead	Year	Links	2017/18 Q4 Status	2017/18 Q4 Update	Q2 status	Q2 update	Q4 status	Q4 update
Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites														
1.1	Review Hampstead Heath Management Plan	Review, development, consultation and final production of the Management Plan for Hampstead Heath embedded in a Management Framework for effective implementation	Hampstead Heath Community Vision	Oct-17	Hampstead Heath Management Plan actions being planned and implemented via Divisional Plan and AWP	Project & Management Support Officer	17/18 18/19	2007 HHMP, OSD BP	Completed					
			Outcomes framework prepared	Apr-18					Completed					
			Hampstead Heath Management Plan to Committee for approval	Jun-18	Annual report submitted to Committee by June each year from 2019				On track against milestones	Outline to HHCC 19/4/18				
1.2	Hampstead Heath Ponds Project Landscaping and vegetation establishment	Complete final phase of Hampstead Heath Ponds Project to achieve the project outcomes for flood risk, water quality, nature conservation and amenity	Planting, fencing and landscaping works completed (as per detailed plan)	Oct-17	On-going and cyclical works planned and resourced in the AWP (including monitoring)	Highgate Wood, Conservation & Trees Manager	17/18 18/19	NL 1, NL5, NL20, HY3	Completed					
			Monitoring and evaluation programme developed.	Mar-18	On-going and cyclical works planned and resourced in the AWP (including monitoring)				On track against milestones					
			Final report and project close	Mar-18	Annual reporting on AWP and service outcomes				On track against milestones					
			Model Boating Pond access review completed	Oct-18	Committee approval				On track against milestones					
1.3	Hampstead Heath Ponds & Wetlands Strategy	Develop a strategy for ponds, wetlands and environs to set out strategies and priority actions for achieving outcomes for hydrology, conservation and amenity values (including sediment management, water quality, landscaping)	Project plan completed	Apr-18	Plan and implement priority actions via the Divisional Plan, AWP and the CWP	Senior Ecologist	18/19 19/20	NL5, NL20, HY2, HY5	On track against milestones	Outline framework. Model Boating Pond report to HHCC 19/4/18				
			Undertake surveys and data collation to inform strategy in partnership with City Surveyors Department	Oct-18					On track against milestones					
			Committee approval of proposed strategy	Mar-19	Report on progress and outcomes annually				On track against milestones					
			Management Plans for specific ponds / chains prepared	Mar-20					On track against milestones					
1.4	Continue to implement strategies that direct the management of Hampstead Heath, Highgate Wood, Keats House & Queen's Park	Implement, monitor & review priorities in the Queen's Park CMP, Highgate Wood CMP and Hampstead Heath Management Plan, Constabulary Plan, Keats House Forward Plan	Divisional Plan and AWP & Service Plans	Mar-18	Agreed actions delivered within agreed timeframes utilising available resources	Superintendent	18/19 19/20 20/21	OSD BP	Completed					
			Annual reports on progress prepared by Managers	Jun-19					On track against milestones					
1.5	Highgate Wood CMP	Undertake mid-term review of the Highgate Wood CMP	Highgate Wood CMP informed by WMP	Apr-18	Actions planned & implemented via Divisional Plan, AWP and Forward Plan	Highgate Wood, Conservation & Trees Manager	18/19	HW CMP, OSD BP	On track against milestones					
			Review completed	Dec-18					On track against milestones					
1.6	Veteran & Ancient Tree protection	Conserve Veteran & Ancient trees across all sites	Project plan prepared	Apr-18	Reduced limb or root plate failure of existing Veteran tree stock	Highgate Wood, Conservation & Trees Manager	18/19	NL13, NL17	On track against milestones					

			Schedule for condition survey of Veteran & Ancient trees completed and agreed	Apr-18	Priority actions embedded in the AWP.				On track against milestones					
			Management statement for high priority Veteran & Ancient trees at Hampstead Heath completed	Apr-18	Annual report submitted to Committee by June each year				On track against milestones					
			Long term succession plan for Veteran & Ancient trees completed	Apr-19	Annual report submitted to Committee by June each year				On track against milestones					
1.10	Keats House Community Infrastructure Levy Project	Keats House access and lighting improvements utilising CIL funding	Funding granted	Sep-17	Funding secured, improvements in place	Operational Services Manager	17/18 18/19		Completed					
			Plan and specification developed	Mar-18					Project behind schedule	Progressing pre-planning application with Camden.				
			Improvements delivered	Sep-18					Project behind schedule	Likely to be delivered Dec 18				
1.11	Improve security at vehicle entrances at Parliament Hill Fields and Golders Hill Park	Installation of automatic bollards at major vehicle access points, to improve public access and site security	Project outline and plans prepared	Apr-18	Bollards operational and providing improved access and security	Constabulary & Queen's Park Manager	18/19		On track against milestones					
			Funding identified	Apr-18					On track against Project behind schedule	Application for Priority				
			Works and equipment procured	May-18	Contractor assigned to deliver works				Project behind schedule					
			Bollards installed	Jul-18	Access control fully functioning				Project behind schedule					
			Project Delivered	Aug-18					Project behind schedule					
1.12	Asset Management Plan (AMP) for Hampstead Heath	Develop an AMP in liaison with the City Surveyors Department to ensure effective use and management of buildings and structures across the Heath. Apply template and approach to Queen's Park, Highgate Wood and Keats House.	Review of 2007 Plan aspirational goals for the Built Environment completed	Mar-18	Plan informs facilities maintenance & investment programme	Operational Services Manager	17/18 18/19	B1 to B16, E6	On track against milestones	Progressing with CSD				
			Draft Plan	Mar-18	Plans implemented and improvements prioritised via the CWP				Project behind schedule	HH being carried out 1st and there is slippage in the programme.				
			Approved AMP	Jun-18					Project behind schedule					
1.13	Highgate Wood Roman Kiln Project	Working in partnership to develop a community led HLF bid to secure funding to return the Roman Kiln to Highgate Wood Reconfiguration of the information facility to house the Roman Kiln and new interpretation to support this project	Building Project Plan prepared to support HLF bid in 19/20	Oct-19	HLF bid submitted	Highgate Wood, Conservation & Trees Manager	19/20	HW CMP	On track against milestones	HWCG to be updated 18/4/18				

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

2.1	Resurface East Heath Car Park to address drainage and Health & Safety issues	Improved drainage and surface to meet safety standards and deliver a safe car park surface. Deliver proposals as agreed by HHHWQPC in 2016	Gateway 1-2 Approval to Proceed	Jan-17	Drainage and safety improvements achieved; agreed targets delivered to stakeholders and Committees; on-going maintenance liability of the car park reduced	Operational Services Manager	17/18 18/19	B1, B16	Completed					
			Complete design specification	Jul-17					Completed					
			Gateway 3-4 Funding allocated	Dec-17					Completed					

			Interim report to Committee Gateway	Mar-18					On track against milestones	At design stage.				
			Construction Commencement	Jun-18					On track against milestones					
			Project Complete	Aug-18					On track against milestones					
2.2	Waste Management improvements across all sites	Develop a long term waste management strategy including Improved collection and disposal service and waste reduction to reduce overall costs	Project plan prepared	Apr-18	Improved recycling outcomes; overall cost reduced by 20% by 2021	Highgate Wood, Conservation & Trees Manager	18/19 19/20 20/21	P3	On track against milestones					
			Feasibility and options appraisal report	Apr-19										
			Recommendations implemented	Apr-20										
2.3	Develop landscape improvement projects including design and accessibility standards for the Division	Schedule for landscape improvement projects as set out in the AWP, including design and accessibility Standards Guide for the Division	Schedule for 18/19 & 19/20 developed & plan agreed	Apr-18	Schedule in place and prioritised in AWP	Project & Management Support Officer	18/19 19/20	B8, B14, A2, A3, A4	On track against milestones.	Draft proposal for Highgate Men's pond presertned to Swimming Forum 6.3.18				
			Deveolp proposals to promote access for all across the swimming facilities	Jul-18	Proposals agreed and funding indentified									
			Design standards developed and agreed	Apr-19	Design standards agreed and working effectively Annual reporting on AWP and service outcomes									
2.4	Queen's Park Sandpit & Toilets (previously QP-PR9 - AWP)	Combine the location into a single Capital Improvement Project	Develop Gateway Report for approval process and consultation with QPCC	Jul-18	Consulation understaken and Gateway Approval obtained	Queen's Park & Constabulary Manager	18/19 19/20		On track against milestones					
							19/20							
Departmental Objective 3: Enrich Experiences By Providing High Quality And Engaging, Visitor, Educational And Volunteering Opportunities														
3.2	Develop volunteering opportunities across the Division	Create and enable increased opportunities for volunteering, to achieve a high quality and inclusive volunteering experience	Divisional Volunteering Working Group established	Oct-17	New volunteering opportunities across the Division implemented	Queen's Park & Constabulary Manager	17/18 18/19	OSD BP, A8	Completed					
			Volunteering baseline data captured	Apr-18					On track against milestones					
			Action plan and targets developed	Jun-18	Training delivered and support given to volunteer groups									
			Report on progress annually	Jul-18	Volunteering targets achieved									
3.3	Communications and Engagement Strategy	Development of a strategy and policy to provide clarity, improved ways of working and delivery of services	Develop a project plan for each strategy	Apr-18	Finalised project plans and resources committed	Leisure & Events Manager	18/19	A5, A6, E4, E7	On track against milestones	Draft document due to be considered by SMT.				

			Final approval/strategy approved	Mar-19	Effectively embedded into our ways of working				On Track against milestones	Hope to present draft plan before Jen Leaves for Maternity leave.Has completed a list of actions to be delivered				
3.4	Develop a Play Strategy	Develop a play strategy which will enable effective direction of resources and support child learning and development through play	Play strategy in place for Hampstead Heath	Apr-18	Strategy informs facilities maintenance & investment programme	Leisure & Events Manager	18/19	OSD BP	Project behind schedule	Spoke to head of learning and priorities for team had shifted will seek clarification				
			Schedule for investment in play facilities approved and reflected in the AWP	Sep-18	Enhanced play offer across Heath in accordance with the OSD Play Principles				Project behind schedule	Strategy needs to clarify Maintenance regime/investment priorities				
			Roll out strategy to Highgate Wood & Queen's Park, tailoring it to reflect local needs	Mar-19	Enhanced play offer at all sites				Project behind schedule					
			Rolled out to key staff and stakeholders	Mar-19	Staff trained and understand how their work contributes to achieving learning outcomes				Project behind schedule					
3.5	Develop the Events Strategy	Development of strategy and policy to provide clarity, improved ways of working and delivery of services	Final approval/strategy approved	Apr-18	Strategy informs events Management	Leisure & Events Manager	18/19	P8	On track against milestones	Part 2, site specific report to HHCC 19/4/18				
3.5	Develop the Cultural Strategy	Development of strategy and policy to provide clarity, improved ways of working and delivery of services	Final approval/strategy approved	Jul-18		Principal Curator	18/19	P8	On track against milestones	New Principal Curator in post March 18				
3.6	Develop Guiding Principles for Visitor Services across all sites	Review and develop engagement and strategies for the following: angling strategy; cycling strategy and code of conduct; responsible dog strategy and code of conduct	Develop a project plan for each strategy	Apr-18	Finalised project plans and resources committed	Queen's Park & Constabulary Manager	18/19	P4, P5, P6, P7	On track against milestones	Cycling - management and waymarking of shared use paths drafted - leaflet published.				
			Stakeholder consultation	Sep-18	Engaged with representative sample of stakeholders									
			Consultation Completed	Nov-18	Met with representative sample of stakeholders									
			Draft strategies produced	Dec-18	Draft strategies presented for approval									
			Final approval/strategy approved	Mar-19	Embed in to a Divisional way of working									
			Report to Superintendent	Mar-19	Effectively embedded into our ways of working									
3.7	Review and redevelopment of the Golders Hill Park Zoo	Master plan and vision for the Zoo in order to make the facility sustainable and relevant improvements to be delivered in 3 stages over a 10 year period	Vision and principles for the Collection Plan approved	May-17	Plans in place, redevelopment completed	Operational Services Manager	17/18 18/19 19/20	P10	Completed					
			Project Plan and stages approved	Oct-17					Completed					
			Redevelop donkey enclosure	Mar-18					Completed	Plans and posters in place.				
			Redevelop deer paddock	Mar-19										
			Redevelop Owl enclosure (create garden, alter Waders Avery, expanded quarantine housing)	Mar-20										

3.8	Redevelopment of the Queen's Park Children's Farm	Master plan and vision for the Farm in order to inspire learning and engagement in the natural world	Vision and principles for the Farm Plan approved	Jul-17	Redevelopment successfully completed and reopened to the public. Report annually on outcomes for learning and engagement	Queen's Park & Constabulary Manager	17/18 18/19 19/20	QP CMP	Completed					
			Project plan completed.	Apr-18	Work programme in place to deliver redevelopment of farm				Completed	Update for QPCC 24/4/18				
			Redevelopment implemented	Mar-19	Staff work plans deliver redevelopment of farm									
			Works completed	Mar-19	Farm open to public									
			Project close and report to Superintendent	Apr-19	Annual report on visitor numbers, user engagement, user satisfaction									
3.9	Bench Dedication and Sponsorship Project	Complete an audit of benches and develop an integrated spatial database for benches. Provide a quality bench programme for Hampstead Heath that is self-funding. Apply policy and procedures across Queen's Park and Highgate Wood	Mapping of Hampstead Heath completed	Nov-16	Staff trained & confident to use & maintain database	Business Manager	17/18 18/19	B8	Completed					
			Policy approved	Mar-18	Annual maintenance plans for benches incorporated into AWP				Completed	HHMC approved policy -				
			Staff guidance for administering the bench scheme	Apr-18	Clear priorities for sponsorships set out in Support Services AWP				On track against milestones					
			Sponsorship database developed and maintained	Mar-18	Annual reporting on progress against agreed targets				Completed					
			Initiated campaign to update historical sponsorship records	Apr-18	Self-funding by 2020				On track against milestones					
			Commence project for Queen's Park and Highgate Wood	Apr-18	Database updated annually					Draft policy to go to HWCG and QPCC - April 18.				
3.10	Develop the Adventure and Peggy Jay Centre playgrounds	Redevelopment of play areas at Peggy Jay Centre and Adventure Clubhouse	Corporate Gateway approval	Jan-17	Redevelopment completed	Learning Manager	17/18 18/19	B1, OSD BP	Completed					
			Community consultation and design finalised	Apr-18	Launch Learning Programme				On track against milestones	Design presentatin 6/4/18. Funding to be prioritised in local risk budget 18/19.				
			Works completed	Mar-19	Learning Programme objectives and targets met									
3.11	Review and update entrance signage across the Division	Renew signage in accordance with OSD standards	Agree style for each site	Apr-18	Quality information signs installed	Leisure & Events Manager	18/19 19/20	B14	On track against milestones	D3 signs have been updated. Design for D2 in place.				
			Resources identified in partnership with City Surveyor Department	May-18					On track against milestones	Funding to be identified for 18/19.				
			Installed on site	Mar-20										

3.12	Develop the Hive	Work with City Surveyors Department to convert disused football changing room facility and adjoining outdoor space on Hampstead Heath to create an integrated educational facility and volunteer hub. Corporate project approval was obtained in Jan 2017 based on recommendations in 2016 scoping report.	Complete review 2016 Scoping Report and options appraisal.	Mar-17		Projects & Management Support Officer	17/18 18/19	B1, B5	Project on hold	Project on hold pending completion of AMP links to Project 4.5. Provision of learning and volunteering facilities to be considered as part of wider audit of facilities.				
3.13	Continuously develop the visitor experience at heritage attractions in terms of content, processes technology and customer service	Keats 200 celebration event	Events and activities for Keats anniversary	Apr-19	Visitor numbers and feedback	Principal Curator	19/20	City Culture Strategy	On track against milestones	Principa curator in post and updating Project Plan.				
Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation														
4.1	Develop our sports offer across Hampstead Heath, Highgate Wood & Queen's Park	Develop a plan to deliver a sports offer aligning with the OSD Sports & Physical activity framework which meets the needs of users, now and in the future. Review how facilities are managed and offered in order to ensure best value	Partnership agreements for data collection and monitoring	Mar-18	Data is captured in order to aid and support decisions and offer	Operational Services Manager	17/18 18/19	S1, OSD BP	On track against milestones	Track Forum established.				
			Work with our partners to develop a project plan	Mar-18	Adopted by Partners				Project changed	A review of the priorities of the board is to be undertaken.				
			Schedule for investment in sports facilities in partnership with City Surveyors Department	May-18	Plan informs facilities maintenance and investment programme									
			Final approval/strategy approved	Nov-18	Changes embedded and improvements prioritised via the CWP & AWP									
4.4	Introduction of longer leases for cafés and catering provisions across the Division	Subject to the successful introduction of the Open Spaces Bill, longer premises leases can be considered for catering provisions across the Division	Project Plan approved	Mar-20	New leases in place	Queen's Park & Constabulary Manager	19/20 20/21		On track against milestones	Open Spaces Bill Royal Assent recived 15/3/18				
			Review of potential sites which are appropriate for the provision of additional facilities for visitors	May-20	Facilities providing quality offer to customers									
			Longer leases implemented	Jan-21	Improved income from tenants									
			Review completed	Mar-22	Monitoring service standards embedded into the AWP									
4.5	Develop a master plan for optimising facilities at Parliament Hill to deliver outcomes as set out in the Asset Management Plan.	Carry out a review of facilities and buildings linked to health, wellbeing and learning.	Project Plan approved	Apr-18	Plans developed and successful consultation carried out	Operational Services Manager	18/19 19/20 20/21	B1, B2, B10, B11, S5 (1.12)	Project behind schedule	This forms paer of the widerer Asset Review 1.12				
			Feasibility study completed	Mar-19	Facilities developed to ensure best use of resources									

			Prepare schedule for development and implementation	Mar-20										
Departmental Objective 5: Improve Service Efficiency And Workforce Satisfaction														
5.1	Prepare for efficiency savings programme across the Division	Identify and develop efficiencies to achieve saving targets for 18/19	Plan for savings and delivery of services developed	Nov-17	Draft Original Budget agreed by Committee	Business Manager	17/18 18/19	OSD BP	Completed					
		Identify and develop income generation strategy for future years	Key opportunities identified and plans in place to deliver	Jun-18	Saving Plans developed				On track against milestones	Planning meetings taking place in March 18.				
			Communication plan in place to ensure clear messages are shared with staff and stakeholders	Aug-18	Effective communication undertaken, saving delivered									
5.2	Make more effective use of IT and adopt 'smarter' ways of working across the Division	Maximise opportunities for web based bookings and 'End Point of Sale systems'	Assess and determine opportunity for on-line pitch bookings	Jul-18	Operational on-line sports booking systems	Queen's Park & Constabulary Manager	18/19	OSD BP	On track against milestones	Rollout of Windows 10 and Office 365 completed March 18.				
		Trial use of Eventbrite to manage booking arrangements	Online bookings for events implemented and reviewed	Jul-18	More efficient management of events and sports offer				On track against milestones	Season tickets available on-line.				
		Investigate opportunities to use an App based system to support the administration of filming activities	App in place	Sep-18	Improve efficiency managing filming activities									
5.3	Embed Divisional Management Framework into ways of working	Develop a Divisional Plan, AWP and Project Plans to plan, deliver and report on achievements	Draft Divisional Plan	Oct-17	Priority projects and actions implemented effectively	Operational Services Manager	17/18	2007 HHMP	Completed					
			Divisional Plan approved	Apr-18	Monitoring of progress and annual reporting embedded				On track against milestones	Reporting on Q2 & Q4 18/19. Embedding of process across the Division in progress.				
5.5	Ensure the health and welfare of our skilled and motivated staff	Deliver a range of initiatives linked to the workforce, including: reviews and resstructures, Workforce Plan and IIP Action Plans, training, succession planning, Wellbeing Strategy. Apprenticeship opportunities as part of the organisations commitment to the Government initiative.	Equalities reps in place across the Department and Equalities Board established	May-17	Equalities is embedded into the Division at all levels and in all activities.	Business Manager	17/18 18/19	OSD BP	Completed	Departmental Equalities Board established.				
			Apprenticeship Plan developed and agreed	May-17	Apprentices in post, developing effectively and adding value to Divisions across the department.				Completed					
			Apprentices recruited and working successfully: 1st and 2nd cohort	Sept 17, 2nd co-hort Feb 18	Apprentices gain NVQ and go on to gain permanent employment as a result of the skills, knowledge and experience which they have gained				Completed	23 Apprentices approved and all will be in place by April 18.				

			Deliver actions within the Workforce and liP plans - within their identified timelines	Jun-17	Increasing levels of staff satisfaction and motivation.			Completed	Awaiting Corporate update and information on 2018 review.				
			Departmental learning programme developed & training planned.	Jul-18	Appropriately skilled workforce, able to deliver effectively and provide high standards of service. Staff working effectively with volunteers to provide a range of opportunities.			On track against milestones					
			Workforce survey led by the Culture Board carried out and action plan developed	Dec-18	Culture change and actions resulting from the survey delivered, ensuring that there is an adaptbale and motovated workforce, who feel empowered and valued			On track against milestones	Survey in development and will be delivered by July 18.				

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW1	Flower beds	Remove Litter/ Debris, evidence of fouling	Daily	All Staff	2.4, 5.33, 3.6
QP - CW2		Apply Farm Yard Manure	October	Grounds Person	6.3, 5.33, 2.10
QP - CW3		Dig over/rake beds	May - Oct	All Staff	6.3, 5.33, 2.10
QP - CW4		Plant spring bulbs	October	Grounds Person	5.33 6.3
QP - CW5		Plant Summer Bedding	October	Grounds Person	5.33 6.3
QP - CW6		Hoe/hand weed beds	May - October	All Staff	5.33
QP - CW7		Remove Spring Bulbs	May	Grounds Person	5.33
QP - CW8		Remove Summer Bedding	May	Grounds Person	5.33
QP - CW9		Leaf Clearance	October - January	All Staff	5.33
QP - CW10		Water using sprinkler system	May - October	Grounds Person	5.33
QP - CW11		Edge Beds with long handle sheers	May - October	All Staff	5.33
QP - CW12		Clip box hedging	June - September	Grounds Person	5.33
QP - CW13		Dead Head Summer Bedding	July	Grounds Person	2.4 5.33
QP - CW14		Grass has been uniformly and evenly cut including edges and obstacles.	April - October	Grounds Person	
QP - CW15		including edges and obstacles.	October	Grounds Person	2.4 2.10
QP - CW16	Herbaceous Bedding	Remove Litter/ Debris, evidence of fouling	Daily	All Staff	2.4 5.33 3.6
QP - CW17		Leaf Clearance	October - January	All Staff	5.33

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW18		Apply Farm Yard Manure	March	All Staff	6.3 5.33
QP - CW19		Dig over/rake beds	March	All Staff	6.3 5.33
QP - CW20		Prune/cut back bedding	October - February	Grounds Person	6.3 5.33
QP - CW21		Hoe/hand weed beds	May - September	All Staff	5.33
QP - CW22		Stake/tie bedding	May - April	Grounds Person	5.33
QP - CW23	Rose beds	Remove Litter/ Debris, evidence of fouling	Daily	All Staff	2.4 5.33 3.6
QP - CW24		Leaf Clearance, evidence of fouling	October to January	All Staff	5.33
QP - CW25		Apply Farm Yard Manure	March	All Staff	6.3 5.33
QP - CW26		Dig over/rake beds	March	All Staff	6.3 5.33
QP - CW27		Prune / Dead Head	October to February	Grounds Person	6.3 5.33
QP - CW28		Hoe/hand weed beds	May to September	All Staff	5.33
QP - CW29		Stake/tie bedding	May and March	Grounds Person	5.33
QP - CW30	Amenity Grass Areas	Remove Litter/ Debris	Throughout Year	All Staff	2.4 5.33 3.6
QP - CW31		Mow Grass	May to October	Grounds Person	2.4 5.33
QP - CW32		Edge grass areas with edging machine	October and March	All Staff	2.4 5.33 6.3
QP - CW33		Over Seed, Spike & feed	October and March	Grounds Person	6.3 5.33
QP - CW34		Strim Around Trees/Bins/posts	October and March	All Staff	6.3 5.33

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW35		Circle Young Trees, apply FYM	October and March	All Staff	6.3 2.4
QP - CW36		Clear Leaves	October to January	All Staff	5.33
QP - CW37		Mark out Tag Rugby Pitches (x2)	April to August	Grounds Person	6.7
QP - CW38	Pitch and putt greens	Remove Litter/ Debris	Throughout Year	All Staff	2.4 5.33 3.6
QP - CW39		Brush Greens	Throughout Year	Grounds Person	2.4 5.33
QP - CW40		Mow Greens	March to October	Grounds Person	2.4 5.33
QP - CW41		Apply Spring/Summer Fertiliser	March	Grounds Person	6.3 5.33
QP - CW42		Apply Winter/Spring Fertiliser	October	Grounds Person	6.3 5.33
QP - CW43		Apply Herbicide (worms & Leather Jackets)	September and March	Grounds Person	6.3 5.33
QP - CW44		Scarify Greens	Mar to October	Grounds Person	6.3 5.33
QP - CW45		Solid Tine Greens	March	Grounds Person	6.3 5.33
QP - CW46		Hollow Tine Greens	October	Grounds Person	6.3 5.33
QP - CW47		Top Dress Greens	October	Grounds Person	6.3 5.33 6.4
QP - CW48		Clear Leaves	October to January	All Staff	5.33
QP - CW49		Change Holes	Throughout Year	All Staff	5.33
QP - CW50		Clean Tee Off Mats	Throughout Year	All Staff	2.4 5.33
QP - CW51		Mow Bunkers	Mar to October	All Staff	5.33

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW52		Mow Fairways	Mar to October	All Staff	5.33
QP - CW53		Cut long grass areas	September	Grounds Person	6.3 5.33
QP - CW54		Serve Customers	Throughout Year	All Staff	2.4
QP - CW55	Playground	Playground opened at 7.00am and closed 30 mins before main park	Throughout Year	All Staff	6.3
QP - CW56		All playground items inspected daily for defects	Throughout Year	All Staff	6.3 6.25
QP - CW57		Playground toilets cleaned daily & regularly inspected	Throughout Year	All Staff	2.4 5.33 3.6
QP - CW58		Monthly equipment inspection with a checklist filled out	Throughout Year	Team Leader	6.3 6.25
QP - CW59		Maintenance or repairs to and replacement of equipment when required	Throughout Year	Team Leader	3.6 6.3 6.25
QP - CW60		Sweeping of surfaces, raking of bark daily	Throughout Year	All Staff	3.6 6.3
QP - CW61		Sandpits Raked weekly	Throughout Year	All Staff	3.6 6.3
QP - CW62		New play-bark installed	Throughout Year	All Staff	3.6 6.3
QP - CW63		Litter bins emptied daily/ daily litter pick	Throughout Year	All Staff	5.33
QP - CW64		Mowing and strimming of grass areas	April to October	All Staff	5.33
QP - CW65		Any major refurbishment to playground required	January	Manager and Team Leader	6.6
QP - CW66		Tree inspections in the playground	Throughout Year	Team Leader and Tree Officer	6.3
QP - CW67		Clean Benches/tables/Bins	Throughout Year	All Staff	2.4 5.33 3.6
QP - CW68		Annual ROSPA inspection and report	July	Team Leader	6.25

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW69	Paddling Pool	Remove Litter/ Debris	Throughout Year	All Staff	2.4 5.33 3.6
QP - CW70		Drain/Fill Pool	May to September	All Staff	6.3
QP - CW71		Clean Hoover Pool	May to September	All Staff	6.3
QP - CW72		Clean/Sweep pool Surround	May to September	All Staff	6.3
QP - CW73		Test Chlorine Levels/ Back wash pool	May to September	All Staff	6.3
QP - CW74		Man Pool During opening Times	May to September	All Staff	6.2
QP - CW75		Hose Down Pool Area	May to September	All Staff	2.4 5.33 3.6
QP - CW76		Purchase Chemicals	April	Team Leader	6.3
QP - CW77		Commission Pool	April	Team Leader	6.3
QP - CW78		Jet Wash Pool Area	April	Team Leader	2.4 5.33 3.6
QP - CW79		De-Commission Pool	October	Team Leader	6.3
QP - CW80		Cover Pool Over	October	All Staff	2.4 5.33 3.6
QP - CW81		Remove Pool Cover	April	All Staff	6.3
QP - CW82	Woodland	Remove Litter/ Debris	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW83		Cut/ Lay Hedgerow	February	Grounds Person	2.1
QP - CW84		Maintain/Sweep Pathway	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW85		Cut Back foliage from pathways	May-Sept	All Staff	2.4 5.33 3.6

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW86		Close off to public during high winds	Ad hoc	All Staff	6.2
QP - CW87		Hoe/Strim Fence line	May-Sept	All Staff	5.33
QP - CW88		Plant bulbs	October	Grounds Person	5.33 6.3
QP - CW89		Maintain/ Repair Gates & Fence	January	Team Leader	6.25
QP - CW90		Cut Back Hedge on Chevening Road	September	All Staff	5.33
QP - CW91	Formal Gardens	Remove Litter/ Debris	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW92		Mow Lawns	Mar – Oct	Grounds Person	5.33
QP - CW93		Apply Spring/Summer Fertiliser	March	Grounds Person	6.3 5.33
QP - CW94		Apply Winter/Spring Fertiliser	October	Grounds Person	6.3 5.33
QP - CW95		Apply Herbicide (worms & Leather Jackets)	March & Sept	Grounds Person	6.3 5.33
QP - CW96		Scarify Lawns	Mar – Oct	Grounds Person	5.33
QP - CW97		Solid Tine Lawns	March	Grounds Person	5.33
QP - CW98		Hollow Tine Lawns	October	Grounds Person	5.33
QP - CW99		Top Dress Lawns	October	Grounds Person	6.3 5.33 6.4
QP - CW100		Clear Leaves	Oct-Jan	All Staff	5.33
QP - CW101		Clean Lytch Gate	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW102		Hoe/Weed Pathways	Mar – Oct	All Staff	5.33

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW103		Cut Back/Shape Yew Trees	Mar, May & Sep	Grounds Person	6.3 5.33
QP - CW104		Cut Back Privet Hedge	Mar, May, Aug	Grounds Person	6.3 5.33
QP - CW105		Cut Back Long Grass Area	October	All Staff	6.3 5.33
QP - CW106		Cut Back Hawthorne Hedge	Mar, May & Sep	Grounds Person	6.3 5.33
QP - CW107	Farm	Remove Litter/ Debris	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW108		Litter bins emptied twice weekly	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW109		Blow/Sweep Paths	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW110		Let Animals Out	Throughout the year	All Staff	6.3
QP - CW111		Put Animals Away	Throughout the year	All Staff	6.3
QP - CW112		Clean Animal Enclosures	Throughout the year	All Staff	6.3
QP - CW113		Cut Grass	Mar - Oct	All Staff	5.33
QP - CW114		Cut Hedges	September	All Staff	6.3 5.33
QP - CW115		Replenish Food & Water	Throughout the year	All Staff	6.3
QP - CW116		Clean Food/Bedding Stores	Throughout the year	All Staff	5.33 3.6
QP - CW117		Order food & Bedding	Throughout the year	Team Leader and Grounds Person	6.3
QP - CW118		Ethics Vet Visits	March & October	Team Leader and Grounds Person	6.3 6.2

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW119		Clean Pond Filters	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW120		Re-lay Grass Areas	March	Team Leader	5.33
QP - CW121	Tennis Courts	Remove Litter/ Debris	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW122		Litter bins emptied twice weekly	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW123		Clear Leaves	Oct - Jan	All Staff	5.33
QP - CW124		Sweep/Blow Courts	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW125		Check Nets, height & wear & tear	Throughout the year	All Staff	6.3 6.25
QP - CW126		Serve Customers	Throughout the year	All Staff	2.4
QP - CW127		Cut Hedges	September	All Staff	6.3 6.25
QP - CW128		Hoe & Weed Under Hedges	Mar - Oct	All Staff	5.33
QP - CW129		Check Fencing & Gates	Throughout the year	All Staff	6.3 6.25
QP - CW130		Jet Wash Treat Courts	March	All Staff	2.4 5.33 3.6
QP - CW131		Clean Public Huts	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW132		Clean Tennis Hut	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW133	Public Toilets	Repairs/maintenance	Throughout the year	All Staff	6.3 6.25
QP - CW134		Clean Sinks, toilets, floors	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW135		Check toilet paper & refill	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW136		Check Soap & refill	Throughout the year	All Staff	2.4 5.33 3.6

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW137		Clean middle block	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW138		Clean storage cupboard (café)	Throughout the year	All Staff	5.33 3.6
QP - CW139		Open/Close	Throughout the year	All Staff	6.3
QP - CW140		Deep Clean	March	All Staff	2.4 5.33 3.6
QP - CW141		Check lights/hand driers	Throughout the year	All Staff	6.3 6.25
QP - CW142	Wildlife	Encourage biodiversity with hedge laying creating habitats	February	Grounds Person	2.4 2.10
QP - CW143		Promote the use of Queen's Park for wildlife education with RSPB	May-Aug	Team Leader	2.4 2.10 5.33
QP - CW144		Control eradicate knotweed, convolvulus etc.	Throughout year	Team Leader and Grounds Person	5.33
QP - CW145		Report sightings of OPM	Throughout year	All Staff	5.33
QP - CW146		Allow perimeter of park and Pitch & Putt Fairways to grow naturally	Throughout year	Team Leader	6.3
QP - CW147		Cut hedges after bird nesting season	September	All Staff	2.10
QP - CW148		Allow tree logs to decay naturally on woodland walk	Throughout year	All Staff	2.10
QP - CW149		Maintain sustainable planting to encourage wild life	Throughout year	Team Leader and Grounds Person	2.10
QP - CW150		Maintain log piles on woodland	Throughout year	All Staff	2.10
QP - CW151	Body of the Park	Remove Litter/ Debris	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW152		Empty Litter Bins	Throughout the year	All Staff	2.4 5.33 3.6

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW153		Litter Pick	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW154		Wash Down Litter & Doggy Bins	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW155		Empty Doggy Bins	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW156		Empty recycling bins	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW157		Inspect/repair fences/gates/walls	Throughout the year	All Staff	3.6 6.3 6.25
QP - CW158		Inspect/repair signage	Throughout the year	All Staff	3.6 6.3 6.25
QP - CW159		Clean/Repair benches	Throughout the year	All Staff	3.6 6.3 6.25
QP - CW160		Clean/weed Gullies	Nov -Jan	All Staff	2.4 5.33 3.6
QP - CW161		Inspect/ Clean/Repair trim trail	Mar – Sept	All Staff	3.6 6.3 6.25
QP - CW162		Erect Hanging Baskets	May	All Staff	5.33 6.3
QP - CW163		Water Hanging Baskets & tubs	May - Oct	All Staff	5.33 6.3
QP - CW164	Staff Yard and Park Buildings	Remove Litter/ Debris	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW165		Clean Bothy including toilets, changing room and farm office	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW166		Remove weeds/leaves/straw	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW167		Monthly H&S Checks	Throughout the year	Team Leader	6.3 6.25
QP - CW168		First Aid Boxes Checked	Throughout the year	Team Leader	6.3 6.25
QP - CW169		Barn swept & tidied	Throughout the year	All Staff	2.4 5.33 3.6

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW170		Staff Yard swept/blown	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW171		Work Shop Swept/Tidied	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW172		Sweep around Compactor	Throughout the year	All Staff	2.4 5.33 3.6
QP - CW173		Open metal Gates	Throughout the year	All Staff	6.3
QP - CW174		Close metal gates 15 minutes before park	Throughout the year	All Staff	6.3
QP - CW175	Stock equipment and machinery	All stock machinery and equipment controlled by documentation and check daily	Throughout the year	Team Leader	6.3 6.25
QP - CW176		Service and repairs when necessary	Throughout the year	Team Leader	6.3 6.25
QP - CW177		PPE maintained and inspected (including LOLER testing - biannual)	Throughout the year	Team Leader	6.3 6.25
QP - CW178	Admin duties	All correct admin documents completed and controlled as specified in corporate directives	Throughout the year	Team Leader	
QP - CW179		Control of contractors as per corporate policies	Throughout the year	Team Leader	
QP - CW180		Answer email / telephone enquiries	Throughout the year	Team Leader	
QP - CW181		Prepare paperwork for green flag/Heritage judging	June	Manager and Team Leader	
QP - CW182		Prepare paperwork for London in Bloom Judging	July	Manager and Team Leader	
QP - CW183		Report Faults to PSD	Throughout the year	Team Leader	
QP - CW184		Raise Orders	Throughout the year	Team Leader	
QP - CW185		Report Faults to PSD	Throughout the year	Team Leader	
QP - CW186		Collate Money	Throughout the year	Team Leader	

Queen's Park - Cyclical Works

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - CW187		Weekly Timesheets	Throughout the year	Team Leader	
QP - CW188		Absence Management	Throughout the year	Team Leader	
QP - CW189		Book Bandstand Parties	Throughout the year	Team Leader	
QP - CW190		Stock Checks – petrol/diesel/consumables	Throughout the year	Team Leader	
QP - CW191	Miscellaneous	Set up/take down children's shows	Aug-Sept	All Staff	6.7 2.4
QP - CW192		Set up Bands	June - Aug	All Staff	6.7 2.4
QP - CW193		Set up children's parties	Mar - Oct	All Staff	6.7 2.4
QP - CW194		Queen's Park Day	September	All Staff	6.7 2.4
QP - CW195		Queen's Park Day Preparation	August	Manager and Team Leader	6.7 2.4
QP - CW196		Winter 'Christmas' Gathering	December	Manager and Team Leader	6.7 2.4
QP - CW197		Collect Christmas Trees for recycling	January	All Staff	6.43
QP - CW198		Remove Café Rubbish	Throughout Year	All Staff	2.4 5.33 3.6

Queens Park - Projects

Ref	Location	Details of Proposed Work: Apr 2018 - Mar 2019	Timing of work	Who is Responsible	Link to Mgmt Plan
QP - PR1	Sandpit Area	Sandpit Area Refurbishment	May to March	Team Leader	WM4
QP - PR2	Bandstand	Develop Weddings and Civil Ceremony Events in Park	April - August	Team Leader	CWP 5c
QP - PR3	Park	Develop Historical Walks to be led by staff in the Park	April - August	Team Leader	CWP 2a
QP - PR4	Park	Review Buildings Waste Management Procedures	Throughout Year	Divisional Waste Team	CWP 3e
QP - PR5	Park	Woodland Walk Management Plan	Draft April 2019	Team Leader and Ecologist	CWP 4q
QP - PR6	Park	Carry out restoration work to hedgeline	Planting Season	Team Leader	CWP 4j
QP - PR7	Park	Develop an Activity Plan	April - March	Manager	CWP 5a
QP - PR8	Children's Farm	Carry out Refurbishment of the Children's Farm	April - March	Team Leader / Animal Attendant	DP 3.8
QP - PR9	Park	Toilet Extension - Play Area	April - March	Manager	QP 2
QP - PR10	Park	Resurfacing of Tennis Courts 1- 6	Sept - April 2019	Surveyors	

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