



## Highgate Wood Consultative Group

**Date:** WEDNESDAY, 21 APRIL 2021

**Time:** 4.00 pm

**Venue:** VIRTUAL MEETING (ACCESSIBLE REMOTELY)

**Members:** Anne Fairweather (Chair)  
Karina Dostalova (Deputy Chairman)  
Deputy John Tomlinson

<b>Co-Optees:</b>	Stephanie Beer	(Muswell Hill & Fortis Green Association)
	Peter Corley	(Tree Trust for Haringey)
	Therese Gray	(Highgate Conservation Area Advisory Committee)
	Councillor Bob Hare	(London Borough of Haringey)
	Councillor Julia Ogiehor	(London Borough of Haringey)
	Lucy Roots	(Muswell Hill Friends of the Earth)
	Alison Watson	(Friends of Queen's Wood)
	Michael Hammerson	(Highgate Society)

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

### **Accessing the virtual public meeting**

Members of the public can observe this virtual public meeting at the below link:

<https://youtu.be/3wyMtTYW-2c>

This meeting will be a virtual meeting and therefore will not take place in a physical location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Public Agenda**

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**  
To agree the public minutes of the previous meeting held on 7 October 2020.  
**For Decision**  
(Pages 1 - 6)
4. **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MINUTES**  
To receive the public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meetings held on:  
**For Information**  

a) 25 November 2020	(Pages 7 - 18)
b) 7 January 2021	(Pages 19 - 24)
c) 24 February 2021	(Pages 25 - 34)
5. **DRAFT ANNUAL REPORT - HIGHGATE WOOD CHARITY (NO. 232986)**  
Report of the Director of Open Spaces.  
**For Discussion**  
(Pages 35 - 50)
6. **OPEN SPACES DEPARTMENT BUSINESS PLAN FOR 2021/22**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 51 - 58)
7. **CWP 2021/22 UPDATED BID REPORT**  
Report of the City Surveyor.  
**For Information**  
(Pages 59 - 72)
8. **QUESTIONS**
9. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**
10. **DATE OF NEXT MEETING**  
The next meeting will take place on 6 October 2021.

## **HIGHGATE WOOD CONSULTATIVE GROUP** **Wednesday, 7 October 2020**

Minutes of the virtual meeting of the Highgate Wood Consultative Group held on  
Wednesday, 7 October 2020 at 11.15 am

### **Present**

#### **Members:**

Anne Fairweather (Chair)  
Karina Dostalova (Deputy Chairman)  
Deputy John Tomlinson  
Stephanie Beer  
Councillor Bob Hare  
Councillor Julia Ogiehor  
Michael Hammerson

#### **Officers:**

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

#### **1. APOLOGIES**

Apologies were received from Peter Corley, Therese Gray (represented by Louise Lewis), Lucy Roots and Alison Watson.

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

There were no declarations.

#### **3. MINUTES**

**RESOLVED**, that the minutes of the meeting held on 9 October 2019 be approved as a correct record subject to a typo.

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

The public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 9 September 2020 were received.

#### **5. SUPERINTENDENT'S UPDATE REPORT - OCTOBER 2020**

Members considered an update report of the Superintendent regarding Highgate Wood and the following comments were made:

- The Highgate Wood Manager highlighted the significant challenge for the Team operating throughout the Covid pandemic and thanked them for their hard work. Members echoed this thanks and congratulated staff on their hard work and extra duties they had taken on.

- The pandemic has had a significant impact on visitor numbers which was estimated to be a 50% increase (up from 800k to well over a million). This has significantly impacted the woodlands, environment and pathways at Highgate Wood as new paths and desire lines have developed from people trying to socially distance.
- The autumn would see the Team focus on recovering the natural aspect of the Woods.
- The Roman Kiln Project remains on hold due to Covid as the HLF bid has been delayed until 2021/22. The Friends of Highgate Roman Kiln (FOHRK) have set up a website to broaden support for the project.
- With regards to waste and recycling, this was a drastically reduced operation at the beginning of lockdown with bins turned upside down and visitors being encouraged to take waste home. The volumes of litter increased drastically along with the number of visitors after the lockdown restrictions were lifted and this has been an ongoing challenge to manage.
- The Team have been dealing with a high level of tree failures (31) including branch damage.
- A new reporting format to the Highgate Wood Consultative Group for 2021 was proposed to Members. This approach aimed to determine the objectives that would form the priorities for annual charity reporting process.
- Members were advised that the City Corporation had launched a new Climate Action Strategy, and this had a significant role for all of the City Corporation's Open Spaces who inputted into the Strategy. Climate change would subsequently be an item on all future agendas.
- OPM numbers have significantly increased in 2020 at Highgate Woods. To date, a target-based approach of nest removal has been used to combat OPM rather than spraying trees with harmful chemicals.
- For 2020, the number of nests in trees at the Heath reduced by 50% and it was hoped this trend would follow at the Woods in 2021. It was noted that a parasitoid fly, *Carcelia iliaca*, were found in harvested nests and Officers and ecologists hoped this would provide a natural control of future OPM populations in the future.
- The City Corporation has continued to support the tenants of the Pavilion Café throughout lockdown. Officers were working to retender the Pavilion Café in parallel with other Corporation cafés. Officers were pleased with the current tenant and hoped they would stay.

- Forest Schools remained suspended since the beginning of lockdown and would resume activity in the autumn. New licencing procedures would be introduced in the winter to better regulate their activities and cap the number of schools.
- In response to a concern about OPM control impacting food species for sparrow hawks, Members were advised that an ecological and biological approach was being used rather than pesticides and sprays.
- A Member was concerned by the erosion and desire lines that had developed and enquired if logs could be used as a deterrent to allow these areas to recover. Officers confirmed dead hedges and large pieces of timber and temporary fencing were all being considered.
- In response to a query regarding restarting open air guided walks and events, it was confirmed that walks were being considered but this would have to be in line with Government's rule of six guidelines. A test and trace booking system would also be used.
- A Member queried if TfL had been approached concerning the railway land discussed in previous meetings. Officers confirmed TFL's Property Department had been contacted and an expression of interest had been sent to discuss arrangements for a land transfer. It was noted that the bridge dating back to the 19<sup>th</sup> century could be a future health and safety risk.
- With regards to the outstanding school representative, Members were advised that the Head of the Highgate Primary School was unable to attend the last or current meeting but would hopefully attend the next meeting. The Town Clerk agreed to share the meeting information.
- A Member stated that there were cracks and suspected subsidence at the Pavilion Café. Officers agreed to inform the City Surveyor's department to investigate and take action if needed.

## 6. **GOVERNANCE REVIEW**

Members received an oral update from the Chair concerning the City Corporation's Governance Review and noted Lord Lisvane's report.

The Chair stated that Lisvane's report was a comprehensive review of everything including the Standing Orders. A major review point was the number of committees which was higher than the number of Members. It was acknowledged that some areas were addressed in more detail than others, with the Open Spaces as a whole considered to be much less detailed than needed.

The Review recommended the disbandment of a number of consultative committees, including the Highgate Wood Consultative Group, and the merger of the four Open Spaces Grand Committees into one overarching Committee. The Chair emphasised that the statutory requirements for Hampstead Heath

prohibited this and that Lord Lisvane had not fully understood the implications of the legislation.

The Chair and Deputy Chairman stressed their view that Consultative Groups were very helpful and had an important role in terms of accountability and local engagement. The Chair was keen to keep Members involved in the process and share their views on the recommendations.

A Member felt that the recommendations were undemocratic and saw the role of Open Spaces Consultative Groups as more vital than ever in light of the current Covid pandemic challenges.

It was agreed that the different open spaces were completely different in character from each other and that needed addressing at a local level. Whilst there were common issues for all Open Spaces, Members did not feel that one merged Committee could cover all of the specific local issues.

A Member believed the role of the Consultative Groups went further than just a mechanism for locals to feed into the City Corporation, but that they helped the City Corporation feed out expertise and best practice. This knowledge was regarded as invaluable to the local groups and communities. A Member agreed declaring that as a local resident the Wood was incredibly important to the local community who were grateful to input into the service it provided.

A Member was concerned that there would be a potential negative PR impact on the City Corporation if it disbanded the Consultative Groups and excluded the local voice from its management processes and decisions.

A Member, who was a Member of Court, felt that Consultative Groups were extremely valuable and saw the recommendations to be short-sighted. The Member regarded dialogue and capturing the society view to be invaluable to the decision-making processes.

The Chair thanked Members for their comments and agreed that these views would be shared. The Chair saw the whole review process to be an opportunity to streamline their work and ensure best practice.

**7. QUESTIONS**

There were no questions.

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

There were none.

**9. DATE OF NEXT MEETING**

The date of the next meeting on 21 April 2021 was noted.

**The meeting ended at 12.09 pm**

-----  
Chairman

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

This page is intentionally left blank

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Wednesday, 25 November 2020**

Minutes of the virtual meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on Wednesday, 25 November 2020 at 4.00 pm

### **Present**

#### **Members:**

Anne Fairweather (Chair)  
Karina Dostalova (Deputy Chairman)  
Deputy David Bradshaw  
Alderman Prem Goyal  
Michael Hudson  
Deputy Edward Lord  
Wendy Mead  
Deputy John Tomlinson  
William Upton QC  
Yianni Andrews (Royal Society for the Protection of Birds)  
John Beyer (Heath & Hampstead Society)  
Chris Byers (English Heritage)  
Richard Cornelius (London Borough of Barnet)  
Adeline Siew Yin Au (Ramblers' Association)  
Caroline Haines (Ex-Officio Member)  
Oliver Sells QC (Ex-Officio Member)

#### **In Attendance:**

Danny Murphy - Heath Ranger Supervisor

#### **Officers:**

Colin Buttery - Director of Open Spaces  
Bob Warnock - Superintendent of Hampstead Heath  
Katherine Radusin - PA to Superintendent of Hampstead Heath  
Richard Gentry - Constabulary and Queen's Park Manager  
Jonathan Meares - Highgate Wood, Conservation & Trees Manager  
Declan Gallagher - Operational Services Manager, Hampstead Heath  
Yvette Hughes - Business Manager, Hampstead Heath  
Paul Maskell - Leisure and Events Manager, Hampstead Heath  
Mark Jarvis - Head of Finance, Chamberlain's Department  
Rob Shakespeare - Principal Curator, Keats House  
Philip Saunders - Parliamentary Affairs Counsel, Remembrancers Office  
Kristina Drake - Media Team, Town Clerk's Department  
Leanne Murphy - Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from Ruby Sayed and Alderman Gregory Jones QC.

The Chair welcomed new Members Caroline Haines (Deputy Chairman, Open Spaces & City Gardens Committee), Chris Byers (representing English Heritage) and Yianni Andrews (representing Royal Society for the Protection of Birds) to the Committee and gave thanks to Graeme Doshi-Smith, Christopher Small and Rachel Evans for their work on the Committee. It was noted that Councillor Thomas Gardiner's term as the London Borough of Camden representative had ended and a new representative would be decided in December.

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

There were none.

3. **MINUTES**

**RESOLVED**, that the public minutes of the meeting held on 9 September 2020 were approved as a correct record.

4. **OTHER MINUTES**

4.1 **Hampstead Heath Consultative Committee**

The draft public minutes of the Hampstead Heath Consultative Committee (HHCC) meeting held on 19 October 2020 were received.

The Chair confirmed that feedback from the HHCC, Highgate Wood Consultative Group and Queen's Park Consultative Group Members regarding Lord Lisvane's recommendation concerning Consultative Committees/Groups had been shared within the Governance Review process.

4.2 **Highgate Wood Consultative Group**

The draft public minutes of the Highgate Wood Consultative Group (HWCG) meeting held on 7 October 2020 were received.

4.3 **Queen's Park Consultative Group**

The draft public minutes of the Queen's Park Consultative Group (QPCG) meeting held on 7 October 2020 were received.

The Deputy Chairman requested an update concerning the Queen's Park toilet block project. The Project had been through the Capital Bids process and had been approved to be rebuilt but had subsequently been reprioritised following the impact of Covid-19 and the Corporation's budget readjustments. Members noted the Superintendent's Update reports for Queen's Park and Highgate Wood circulated separately by the Town Clerk outlined the deferral of the Project and were advised that Officers were working with City Surveyors Department to utilise funds identified in the Cyclical Work Programme for this Project.

5. **FRONT LINE WORK UPDATE**

Members received a verbal update from the Heath Ranger Supervisor providing a front-line worker perspective of the issues experienced across the Heath during the summer season and lockdowns.

Members were advised that the significant footfall experienced every day throughout both lockdowns surpassed the numbers normally achieved at the height of summer. The first lockdown saw compaction issues from people trying to avoid other people. The second lockdown, whilst shorter, had seen even more people with shorter daylight hours and visitors reverting to the main paths. Rubbish and dog waste continued to remain the overwhelming issues for staff to deal with.

It was noted that whilst the public had been overwhelmingly supportive, there had been incidences of staff receiving verbal abuse especially those cleaning the public toilets. These incidents were reported to management and additional control measures were introduced to protect staff.

Mr Murphy recognised how important Open Spaces were to everyone's physical and mental health, especially during the pandemic, and noted that staff had received great feedback from the public. Heath Hands and other local volunteer groups were thanked for their significant help with litter picking.

The Chair thanked Mr Murphy for his 38 years of service working at the Heath which highlighted the wealth of experienced staff working across the City Corporation's Open Spaces. The Chair and Members expressed concern regarding the abuse received by staff and supported the zero-tolerance response from management.

Members saw dealing with litter to be the biggest challenge and cost and thanked staff for all they did to manage this. This further emphasised the need for communications urging the public to take their rubbish home and protect Open Spaces which were an asset to all.

Despite the complications with counters at the Heath, the Deputy Chairman noted that Epping Forest had recorded five times more footfall and queried approximately what had been seen by staff at the Heath. Mr Murphy stated that virtually every day was like a summer's day times five.

In response to a query concerning lost dogs, Members were informed that the lockdowns had seen an increase in new dog owners. Most cases of lost pets were reported and found quickly, and staff maintained a good relationship with the local Vets who were sometimes used to scan for chip identification, along with working with Camden's Dog Warden.

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

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

- Members were advised that facilities would reopen on 2 December 2020 and Officers awaited the Government announcement on what Tier London would be classed. Lockdown had been used to bring in

improvements ensuring all facilities would remain Covid secure when they reopened.

- The Constabulary had not seen the same level of public disorder due to the colder weather and continued to work with the MET Police delivering the four E's approach of Engage, Explain, Encourage, Enforce.
- Officers confirmed they were working in a multi-agency approach with Camden's Outreach Team to concerning a rough sleeper that would not accept help and legal action was being pursued by the City Corporation.
- It was noted that footage from the body worn video cameras worn by the Constabulary could be used as evidence against byelaw offenders.
- Two fixed-term Constabulary Officers would be recruited next week bringing the Team up to full capacity.
- The Superintendent updated Members on four planning applications:
  - **55 Fitzroy Park.** The City Corporation has maintained its opposition in relation to the application to build five houses and have employed a Hydrologist to access the drainage implications and the impact on the Heath. Officers await a decision by Camden Council.
  - **Jack Straws Castle.** It was confirmed that Camden Council declined this planning application and the Superintendent thanked the Heath & Hampstead Society for their support.
  - **Telecoms Mast (Spaniards Road).** Officers have provided representations in relation to this planning application.
  - **108 South Hill Park.** It was noted that this application would have a visual impact and effect on openness. Officers have provided representations in relation to this planning application.
  - **Telecoms Mast (outside Ivy House).** The Planning Inspectorate declined the Appeal.
- Members were advised that Officers were to retender the Golders Hill Park Accessible Car Park to seek further options to enable the accessible car park to open safely at weekends and bank holidays.
- With regard to the Parliament Hill tree planting proposal from the Dartmouth Park Neighbourhood Forum (DPNF), the Superintendent drew Member's attention to the preferred planting suggestion in Appendix 1. This would be incorporated into the AWP and Officers would be seeking sponsorship of the trees.
- A Member voiced the Heath & Hampstead Society's support for the Dartmouth proposal which would improve this bare area.
- It was noted that Tree Management Officer David Humphries, who has worked on the sites for 35 years, won the London Tree Officers

Association Individual Commitment Award at the Forestry Commission's London Tree and Woodland Awards. Members applauded this achievement and were grateful to the Tree Team for their hard work preserving trees across the three sites.

- In response to a query concerning the Constabulary's new radio facility, Members were informed the communications technology had changed and the current mast provider had served a year's notice. A tendering exercise would analyse the annual costs for the new system.
- Members supported the plans for charity reporting for Highgate Wood and Queen's Park.

### **150<sup>th</sup> Anniversary of the 1871 Hampstead Heath Act**

- Members were informed that 2021 would mark 150 years since the Hampstead Heath Act, which was recognised as a key event for the Heath and City Corporation.
- The Principal Curator noted that key moments of celebration were likely to take place in the summer months when Covid-19 restrictions had reduced. Ideas for celebrating this event included interactive displays at the Heath, a community event at the Heath and monolith displays in the City. Officers are working with Heath Hands to explore habitats and species for focussed displays.
- Members were supportive of a shared logo and communications plan for the events celebrating this anniversary as a partnership.
- The Chair felt this was a great opportunity to celebrate the Heath in terms of its conservation and cultural history and the City Corporation's involvement in the movement to protect Open Spaces.
- In response to a question regarding budget, Officers confirmed that the focus of activity would be in the summer resulting in a community event provisionally planned for 29 June 2021, but more could take place throughout the year as the aim was to raise awareness for the Act. It was noted that there was a small entertainment budget available.
- A Member recommended liaising with Mansion House to ensure the event date was saved in the Lord Mayor's diary and the Hospitality Working Party were made aware concerning possible funding.

### **RESOLVED – That Members:-**

- Agree the Dartmouth Park Neighbourhood Forum tree planting proposal as set out in para 15;

- Agree the Highgate Wood priorities that will then be included in the Plans for Future Periods section of the Annual Charity Report 2021/22 as set out in para 20;
- Agree the Queen's Park priorities will then be included in the Plans for Future Periods section of the Annual Charity Report for 2021/22 as set out in para 24.

## 7. **GOVERNANCE REVIEW**

Members received an oral update from the Chair concerning the City Corporation's Governance Review and Lord Lisvane's recommendations.

The Chair confirmed that consideration of Lord Lisvane's recommendations was being led by Sherriff Hayward and the recommendations relating to Open Spaces would likely be reviewed in six months. Feedback in relation to the proposal that the Consultative Committees be abolished was shared and the Chair highlighted the view that HHCC, HWCG and QPCG all added significant value and democratic accountability to this Committee.

Members made the following comments:

- Members felt that Lord Lisvane had not fully understood the role, remit or statutory basis of the Committees or the Open Spaces they represented.
- It was felt that it would be completely impractical for the four Grand Committees for Open Spaces to be merged into one not only because of the different statutory implications but because of the different concerns each Open Space had. It would also be impossible for one Chair to manage the huge demand of a merged Committee.
- It was agreed that Consultative Committees fulfilled a valuable role as each Open Space was unique and required its own local consultation.
- The representative for the Heath & Hampstead Society stated that they opposed the abolition of the Consultative Committees and did not agree with a consolidated Open Spaces Grand Committee as it was not practical in light of the huge numbers of people involved in each area that it would oversee.
- It was noted that whilst good governance might generally suggest that Committees have an upper limit of 15, the London Government Reorganisation (Hampstead Heath) Order 1989 stated that this Committee alone should consist of not fewer than 18 Members including relevant external local representation.
- The Chair welcomed any wider feedback concerning the Review and agreed to share all feedback provided within the process.

## 8. **CODE OF CONDUCT FOR DOG WALKERS AND LICENSING SCHEME FOR PROFESSIONAL DOG WALKERS**

Members considered a report of the Superintendent of Hampstead Heath proposing the introduction of a Code of Conduct for Dog Walkers and a Licensing Scheme for Professional Dog Walkers to regulate this commercial activity using the powers available through the City of London Corporation (Open Spaces) Act 2018.

The Superintendent thanked the Working Group and the Consultative Committee for their feedback which had been captured in the report. The plan was to start small and review in a years' time and make adjustments if required. Members requested that the scheme be reviewed quicker if there were clear concerns after implementation.

In response to a query regarding engagement, Members were informed that online engagement and pop-ups were set up and received strong support.

Members were supportive and the Superintendent stated that the next steps were to develop a communications plan on applications. The same process would also be developed at Highgate Wood and Queen's Park.

**RESOLVED** – That Members:-

- Approve the key documents with a view to the Licencing schemes coming in effect on 1 April 2021 (appendix 1-3);
- Approve an initial allocation of 20 licences on Hampstead Heath which will be issued for both AM and PM sessions (para. 22)

#### 9. **FIXED PENALTY NOTICES**

Members considered a report of the Superintendent of Hampstead Heath concerning the authorisation of Officers to issue Fixed Penalty Notices (FPNs) for byelaw offences and certain other offences under the City of London Corporation (Open Spaces) Act 2018.

In response to a query concerning how Constabulary dealt with repeat offenders, Members were informed that repeat offenders would be taken through the Court process if FPNs were deemed not to be working.

**RESOLVED** – That Members:-

- Agree the delegation of authority to the Director of Open Spaces and the Superintendent of Hampstead Heath, Highgate Wood, Queen's Park to authorise officers to issue FPNs and require a name and address where there is reason to believe that a person has committed an offence, pursuant to the City of London Corporation (Open Spaces) Act 2018;
- Agree the amount of the Fixed Penalty for offences within Hampstead Heath, Highgate Wood and Queen's Park in respect of which an FPN may be issued under the Open Spaces Act 2018 being set at £80.00 with a reduction to £50.00 if paid within 10 days.

**10. REVISED TENDER TIMELINE FOR THE PARLIAMENT HILL, GOLDERS HILL PARK, PARLIAMENT HILL FIELDS LIDO, HIGHGATE WOOD, QUEEN'S PARK CAFÉS, AND THE HEATH EXTENSION KIOSK**

Members considered and approved a report of the Superintendent of Hampstead Heath which sought Committee agreement on a revised timeline for the tendering of the Parliament Hill, Parliament Hill Fields Lido, Golders Hill Park, Highgate Wood, Queen's Park Cafés, and the Heath Extension Kiosk following delays caused by Covid-19.

Members also approved to further extend the leases for the Parliament Hill and Parliament Hill Fields Lido Cafés to January 2023.

**RESOLVED** – That Members:-

- Note the feedback and recommendations from the Golders Hill Park Café User Engagement - outcome report (appendix 1);
- Agree the extension of the leases for the Parliament Hill Café and the Parliament Hill Fields Lido Café by 24 months, as outlined in para 9;
- Agree the revised tender timeline as outline in para 10;
- Agree that future leases will be for a period of ten years, as proposed in para 15.

**11. HAMPSTEAD HEATH PONDS AND WETLANDS CONSERVATION PLAN**

Members considered a report of the Director of Open Spaces providing an update on the Hampstead Heath Ponds and Wetlands Conservation Plan.

Members were informed that Officers were building on the success of the Hampstead Heath Ponds Project which had achieved ecological and conservation gains for the Heath. The Plan also incorporates the City Corporation's new Climate Actions Strategy.

A Member felt it was important to build in a strong vision for the future and how it would be achieved including tracking of the objectives concerning priority species, habitats and flora identified. The Member agreed to share RSPB's plan to assist.

**RESOLVED** – That Members agree the draft Hampstead Heath Ponds and Wetland Conservation Plan (appendix 1).

**12. REVIEW OF THE 2020 EVENTS PROGRAMME & PROVISIONAL EVENTS PLANNED FOR THE 2021 PROGRAMME**

The Committee received a report of the Director of Open Spaces concerning the significant impact Covid-19 has had on the 2020 Hampstead Heath Events Programme and setting out the events currently scheduled for 2021, taking account of possible further impacts which could arise as a result of Covid-19.

Members were advised that it had been an incredibly difficult year resulting in a loss of revenue for the City Corporation, as well as local groups and charities that relied upon revenue from its small events. Covid-19 had also had a significant impact on the large sporting events that normally take place at the Heath. The Leisure and Events Manager is continuing to support all events and look at how these can go forward in 2021.

**RESOLVED** – That Members:-

- Agree the principle of the Showmen's Guild of Great Britain extending the traditional Easter Fair as set out in paragraph 23;
- Agree the principle of adding a second event after the Affordable Art Fair in April/May 2021;
- Agree the proposed 2021 Events Programme (appendix 1).

**13. 2020 SUMMER SWIMMING SEASON**

The Committee received a report of the Director of Open Spaces providing an update on the 2020 summer swimming season at Hampstead Heath, which was impacted by Covid-19, the current Winter Swimming Season arrangements and the progress implementing the outcomes of the March 2020 Swimming Review.

The Superintendent stated that there had been many challenges to overcome this year and a full review would come to the next meeting. The social distancing controls for Covid-19 had been very restrictive across the Ponds and Lido and Officers had worked hard to implement the necessary control measures. Season tickets were reactivated for the winter swimming season and over 2,000 had been issued.

Officers looked forward to reopening the swimming facilities on 2 December 2020. With regard to arrangements for the popular Christmas Day Men's Pond swim and race, Officers hoped a very small race could take place this year.

**RESOLVED** – That Members acknowledge the impact of COVID-19 on the provision of swimming and note the progress implementing the outcomes of the Swimming Review 2020.

**14. CLIMATE ACTION STRATEGY**

The Committee received an oral update on the latest position following the launch of the City Corporation's new Climate Action Strategy.

Members were advised that the Corporation's Open Spaces had a significant role in delivering the strategy and ensure that it will meet the requirement to reduce Scope 1 and 2 carbon emissions to net zero by 2027 and the full value chain by 2040. The Open Spaces were already offsetting emissions by 40% and the targets over the next six years would mainly be achieved through land management changes.

The Chair highlighted that, in addition, the City Corporation was playing a role in funding Green Finance which had a huge impact in the long-term transition to a green financial system and mobilising investment in clean and resilient growth for the future.

A Member noted that there was also an ecological emergency which needed to be included within the climate agenda. Officers confirmed that efforts to improve biodiversity gain alongside climate change was incorporated throughout the Strategy.

**15. INCOME GENERATION**

Members considered a report of the Director of Open Spaces identifying a range of different opportunities and approaches which could generate additional income for the Open Spaces Department.

The Director advised that lots of work was already progressing with £17.5m achieved in self-generated income across the Department (approx. £1.75m made by Hampstead Heath). Despite the devastating impact of Covid-19, the Open Spaces Act had opened up opportunities for income generation including some approved by the Committee today along with offering catering facilities longer leases to enable investment capital into the facilities.

It was noted that a lot of people did not understand that the Heath operated as a charity and a communications approach was being developed to explain the status of the Heath as a registered charity. It was hoped that by making the process easier for people to make donations, gifts and legacies, this would encourage further financial support.

The Director stated that confirmed budgets had not been confirmed, but it was likely to be reduced by 12% as per the Corporation's target efficiencies of 12% of Local Risk Budgets. Members would have the opportunity to review the data and opportunities in detail at the Committee's "special" meeting in January.

In response to question concerning a timeline for building commercial opportunities, the Director confirmed these would be explored at pace, but that investment would be required in order to be more effective. Use of existing built assets as well as potential new facilities were being explored to create new opportunities.

**RESOLVED** – That Members consider this report.

**16. PLANNING WHITE PAPER**

Members received a report of the Remembrancer and Director of Open Spaces concerning the Government's Planning White Paper.

The Chair thanked the Heath & Hampstead Society and other local groups for their support which had been fundamental, specifically regarding clarification concerning Metropolitan Open Land. It was agreed that the protection of Hampstead Heath as Metropolitan Open Land was vital.

A Member had concerns over the impacts from a conservation point of view as stripping away land could have a detrimental effect on wildlife. The Director confirmed they had liaised with a number of different conservation groups all of whom had differing responses. These concerns were emphasised, and the Director was confident these gaps would be addressed in the White Paper. The partnership approach to capture all views across the Corporation was also praised.

**RESOLVED** – That Members note the contents of this report and consider whether any additional observations should be made to the response to the White Paper.

**17. RESETTling OF DEPARTMENTAL BUDGETS 2020/21**

Members considered a report of the Chamberlain concerning the resetting of Departmental Budgets 2020/21.

**RESOLVED** – That Members of the Hampstead Heath, Highgate Wood & Queens Committees note the recommended budget adjustments of £66K increase.

----

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

----

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

There were no questions.

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

There were no items.

**20. EXCLUSION OF THE PUBLIC**

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

**21. NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 9 September 2020 were approved as a correct record.

**22. REPORT OF ACTION TAKEN**

Members noted a report of the Town Clerk updating Members on action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Committee, in accordance with Standing Orders No. 41 (a) and (b).

**23. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no items.

**The meeting ended at 6.05 pm**

-----

Chairman

**Contact Officer: Leanne Murphy**  
**tel. no.: 020 7332 3008**  
**leanne.murphy@cityoflondon.gov.uk**

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Thursday, 7 January 2021**

Minutes of the virtual meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on Thursday, 7 January 2021 at 4.00 pm

### **Present**

#### **Members:**

Anne Fairweather (Chair)  
Karina Dostalova (Deputy Chairman)  
Deputy David Bradshaw  
Alderman Prem Goyal  
Michael Hudson  
Alderman Gregory Jones QC  
Wendy Mead  
Ruby Sayed  
Deputy John Tomlinson  
Caroline Haines (Ex-Officio Member)  
John Beyer (Heath & Hampstead Society)  
Richard Cornelius (London Borough of Barnet)

#### **Officers:**

Colin Buttery	-	Director of Open Spaces
Bob Warnock	-	Superintendent of Hampstead Heath
Katherine Radusin	-	PA to Superintendent of Hampstead Heath
Alison Bunn	-	Head of Facilities Management, City Surveyor's Department
Mark Jarvis	-	Head of Finance, Chamberlain's Department
Gerry Kiefer	-	Department Business Manager, Open Spaces Department
Richard Gentry	-	Constabulary and Queen's Park Manager
Declan Gallagher	-	Operational Services Manager
Yvette Hughes	-	Business Manager Hampstead Heath
Paul Maskell	-	Leisure and Events Manager
Kristina Drake	-	Media Team, Town Clerk's Department
Leanne Murphy	-	Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from William Upton QC, Deputy Edward Lord, Chris Byers, Adeline Siew Yin Au and Yianni Andrews.

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

There were none.

### **3. MINUTES**

**RESOLVED**, that the public minutes of the meeting held on 25 November 2020 were approved as a correct record.

### Covid-19 update

The Superintendent provided an update relating to issues and matters concerning the Covid-19 pandemic. The Superintendent highlighted the importance of the Open Spaces following the announcement of the third National Lockdown and Officers were anticipating another very busy weekend across the Open Spaces. Managing the heavily used public toilets and keeping them safe was a significant issue.

A programme of works and recovery programmes would be included in the Annual Work Programme which would take several years to complete. It was also noted that following Committee approval of a professional dog walking licensing scheme at the last meeting, Officers had a useful meeting with the recently set up Hampstead Professional Dog Walking Association, which took place in December. The next step was an Expression of Interest to gather further data on dog walker numbers at the Heath. This information would assist the development of the detail of the scheme and the applications.

A Member was concerned regarding the Queen's Park Toilet project which was not accounted for in the proposed budget and requested an update. The Superintendent confirmed that whilst the Project received Gateway 2 clearance from this Committee and the Projects Sub Committee, the Project has been deferred twice by the Resource Allocations Sub Committee (RASC) and was not included when the projects were reprioritised. Subsequently, funds of £30k have been allocated in the Cyclical Works Programme (CWP) to cover maintenance works.

In response to a query regarding accessibility, it was noted that there were two accessible toilets available. Officers were looking at options in relation to a safeguarding around accessing the toilets from the children's sandpit. The Chair confirmed a full update on all capital projects that went to RASC would come to the next Committee meeting.

#### **4. DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2021/22**

The Committee considered a joint report of the Chamberlain and Director of Open Spaces regarding the Departmental and Service Committee Budget Estimates and high-level summary Business Plan 2021/22 for the Open Spaces Department.

The Chamberlain set out the revenue position stating that there were three main changes from the current year: 1) a reduction in the Local Risk Budget totalling £660k which was mostly in relation to the 12% savings figure agreed at Resource Allocation Sub Committee (RASC) in December; 2) a reduction in the planned Cyclical Works Programme (CWP) totalling £732k; and 3) a reduction in the cost of support services totalling £249k. Overall, this totalled a decrease of £1.624M compared with the 2020/21 budget.

The Superintendent summarised the proposed budget savings for Hampstead Heath, Highgate Wood and Queen's Park. These included reviewing staffing

arrangements, operational efficiencies, commercial licensing opportunities, donations, new events, a change to an online only Heath diary, and a number of operational reviews.

In response to a query from the Chair requesting the rationale behind the substantial reduction of the CWP as a result Covid-19, the City Surveyor confirmed this was twofold. The aim was to transfer to a new CWP approach to reduce the backlog going forward; and additionally, Covid-19 had delayed works, as during the first National Lockdown in 2020 site access was not possible for a period of 3 months. It was noted that all urgent health and safety and business critical projects were included in the 2021/22 bid and it was expected that normal funding would resume for the 2022/23 bidding round.

The Chair questioned, if works could not take place for three months, then why was there not more money in the budget instead of less. The City Surveyor confirmed there was no resource issue, the money was transferred across. As a consequence, less money was requested this year so that the funds could be used in 2022/23.

Concerning the Climate Action Capital programme, the Director of Open Spaces clarified this was a bid for the Open Spaces Department as a whole for a six-year period. The first two years of funding would mostly support planned tree planting at Epping Forest.

Members made the following comments:

- The Deputy Chairman felt that the reduction of £1.6M, at a time when there had been a 5-fold increase in footfall, was outrageous and unworkable. Whilst the 12% decrease had been reasonably agreed in RASC the additional cuts from the CWP coming at the same time was not thought through or acceptable.
- The Deputy Chairman added that references to the £2M Climate Action Funding were misleading.
- It was acknowledged that the Heath in particular had come under significant wear and tear in the last year due to overwhelming visitor numbers and Members were concerned that there would be significant health and safety issues if works normally covered under the CWP were delayed.
- The Superintendent was commended for the savings that had been achieved under significant pressure, but there was significant concern for frontline staff trying to deal with the increasing effects of five times as many people visiting the City Corporation's Open Spaces. Whilst it was agreed that a reduction on the budget would inevitably come, the 12% cut was considered to be inappropriate at a time when more spending was required.

- There was concern regarding the reduction of the budget for centrally funded Apprentices, especially at a time of huge impact on youth services and support.
- A Member voiced a health and safety concern regarding the slippery paths at the Heath which would get worse with high numbers at the weekend. It was not felt to be fair to put safety responsibilities on management.
- The Committee noted the proposed 2021/22 revenue budget and reflected concern that reaching the 12% savings in local risk would be difficult with the current Covid-19 restrictions on revenue generation opportunities and the increasing pressure on Officer workload and capacity.
- With regard to the CWP, the Committee was concerned that the increased footfall on the Heath has created further issues to the fabric of the Heath which should be addressed through this programme. The 50% cuts at this time subsequently had a significant impact on the Open Spaces and the Committee therefore requested that this be reconsidered to address these health and safety issues.
- A Member did not agree with the halving of the CWP and felt that procrastinations in necessary work would result in higher costs in the long-term.
- Members were informed that there was a programme to achieve the necessary savings but the added pressures on Officers meant there could be delays in achieving these savings. It was also noted that income generation opportunities were restricted due to Covid-19 restrictions.
- The Director of Open Spaces indicated that it was essential to approve a balanced budget in the timeline before the start of the financial year. The Director encouraged the Committee to consider approving the budget and refer concerns about the CWP and other matters to RASC separately to allow the financial year to start with an agreed budget. This could be reviewed and changed as the year progresses.
- A Member highlighted that Borough Councils were facing similar financial cuts as the City Corporation, e.g. nearly every budget in Barnet Council was cut by 50%. It was therefore difficult to vote against the 12% cut as these financial pressures would remain and the Member felt the Director's compromise to be a good solution.
- The Chair suggested taking each of the recommendations separately for Members to vote on:
  - (i) *review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's proposed revenue budget for 2021/22*

*for submission to the Finance Committee - Members unanimously (with the exception of one abstention) did not support this recommendation.*

*(ii) review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's capital and supplementary revenue projects budgets for 2021/22 for submission to the Finance Committee – Members supported and approved the current projects listed with the expectation there would be an opportunity to review other projects for inclusion at a later meeting.*

*(iii) authorise the Chamberlain in consultation with the Director of Open Spaces to revise these budgets to allow for any further implications arising from Corporate Projects, changes to the Cyclical Works Programme, and re-alignment of budgets emanating from the new 'Target Operating Model' – A revision of the wording was recommended to include the Chair and Deputy Chairman to ensure Member's views were included in budget revision decisions.*

*(iv) agree that minor amendments for 2020/21 and 2021/22 budgets arising during budget setting be delegated to the Chamberlain - Members unanimously (with the exception of one abstention) did not support this recommendation.*

- Members ultimately agreed that they did not support the Committee's current proposed 2021/22 revenue budget and requested that a resolution be sent to RASC to ensure full understanding of the issues since the 12% savings figure was agreed and its joint impact on Open Spaces in combination with significant cuts in CWP funding.

**RESOLVED - That:-**

- An urgent resolution be made to the Resource Allocation Sub Committee highlighting Member's concern and feedback regarding the proposed 2021/22 Hampstead Heath, Highgate Wood and Queen's Park Committee revenue budget for submission to the Finance Committee;
- Members review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's capital and supplementary revenue projects budgets for 2021/22 for submission to the Finance Committee and review other projects at a future Committee meeting;
- Members authorise the Chamberlain, in consultation with the Director of Open Spaces, the Chair and Deputy Chairman of Hampstead Heath, Highgate Wood and Queen's Park Committee, to revise these budgets to allow for any further implications arising from current pressures on the Open Spaces, Corporate Projects, changes to the Cyclical Works Programme, and re-alignment of budgets emanating from the new 'Target Operating Model'.

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

There were no questions.

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

There were no items.

7. **EXCLUSION OF THE PUBLIC**

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

8. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 25 November 2020 were approved as a correct record.

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

There were no questions.

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

There were no items.

**The meeting ended at 5.37 pm**

-----

Chairman

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

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Wednesday, 24 February 2021**

Minutes of the virtual meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee ([https://youtu.be/\\_RVRzzbAgRg](https://youtu.be/_RVRzzbAgRg)) held on Wednesday, 24 February 2021 at 4.00 pm

### **Present**

#### **Members:**

Anne Fairweather (Chair)  
Karina Dostalova (Deputy Chairman)  
Deputy David Bradshaw  
Alderman Prem Goyal  
Alderman Gregory Jones QC  
Deputy Edward Lord  
Wendy Mead  
Ruby Sayed  
Deputy John Tomlinson  
William Upton QC  
Yianni Andrews (Royal Society for the Protection of Birds)  
John Beyer (Heath & Hampstead Society)  
Chris Byers (English Heritage)  
Richard Cornelius (London Borough of Barnet)  
Caroline Haines (Ex-Officio Member)  
Oliver Sells QC (Ex-Officio Member)

#### **In attendance:**

David Humphries - Tree Management Officer, Hampstead Heath

#### **Officers:**

Colin Buttery - Director of Open Spaces  
Bob Warnock - Superintendent of Hampstead Heath  
Katherine Radusin - PA to Superintendent of Hampstead Heath  
Alison Bunn - Head of Facilities Management, City Surveyor's Department  
Mark Jarvis - Head of Finance, Chamberlain's Department  
Gerry Kiefer - Department Business Manager, Open Spaces Department  
Richard Gentry - Constabulary and Queen's Park Manager, Hampstead Heath  
Declan Gallagher - Operational Services Manager, Hampstead Heath  
Jonathan Meares - Highgate Wood, Conservation & Trees Manager  
Yvette Hughes - Business Manager, Hampstead Heath  
Paul Maskell - Leisure and Events Manager, Hampstead Heath  
Leanne Murphy - Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from Michael Hudson and Adeline Siew Yin Au.

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

There were none.

3. **MINUTES**

**RESOLVED**, that the public minutes of the meeting held on 7 January 2021 were approved as a correct record.

4. **HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

The draft public minutes of the Hampstead Heath Consultative Committee (HHCC) meeting held on 25 January 2021 were received.

5. **FRONT LINE WORK UPDATE**

Members received a verbal update from David Humphries, Tree Management Officer for Hampstead Heath, Highgate Wood and Queen's Park, providing a front-line worker perspective on the issues experienced concerning tree management.

Members were advised that the pandemic had directly impacted the Tree Teams work. The Heath is very heavily compacted in areas, which was impacting on soil health and the ecology it supports. Members were shown pictures of stock fencing around trees, which has been installed to help reduce soil compaction.

After 35 years working at the Heath, the Tree Officer highlighted that he had never seen the Heath used as heavily as it has been throughout the pandemic. There had also been a noticeable seasonal change in recent years and these issues were also having a subsequent impact on the health of the soil and environments. Compaction of soil would be an ongoing issue and legacy of the impact was not yet fully understood by Officers.

It was noted that tree inspection surveys were now up to date. It was estimated that 11% of the Heath's veteran trees had been lost over the last 18 years. There are 470 veteran trees, compared to 530 recorded during a 2002 study. There had also been an increase in tree failures during 2020, with 110 failures recorded, compared to the mean average of 70 a year.

A Member questioned if soil compaction and tree failure was a result of climate change or the recent pandemic impact. Members were informed that the pandemic had had a significant impact, but Officers were also carrying out more ecology work concerning urban heat from climate change.

With respect to the protection of veteran trees, a Member recommended using dead hedging instead of fencing. Members were advised that dead hedging had been traditionally used around individual trees, but sadly instances of arson had led to more damage. Dead hedging was used as a short-term option and new options such as chestnut pale fencing and semi-permanent stock fencing would be used.

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

Members considered a report of the Town Clerk concerning the Committee's Terms of Reference.

**RESOLVED** - That:-

- the Terms of Reference of the Committee, subject to any comments, be approved for submission to the Court in April 2021 as set out in the appendix; and
- any further changes in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chair.

7. **SUPERINTENDENT'S UPDATE**

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

- The Superintendent recognised the incredible effort from staff since Christmas, particularly in light of the recent mild weather and earlier snow.
- The recently announced Government roadmap will allow the Team to plan the reopening of sports activities from 29 March and timetable events from 21 June. It was highlighted that the key role of Open Spaces would remain, especially at Easter and during the summer, as people were being encouraged not to holiday abroad.

**Contractors & Maintenance**

- Ground recovery works will be undertaken by staff during the spring and autumn. An 8-week programme of gas supply works will take place at Parliament Hill, starting in late spring; A 8-week programme of resurfacing and drainage works at the East Heath Car Park would commence in early April.
- With regards to the gas supply works, a Member cautioned Officers regarding contractors taking space for storage, etc, as the City Corporation had unhappy experiences with this in past. It was recommended that use to contractors be time and space limited. Officers confirmed the contractor had been made aware the Car Park was vital to generating income to support the Heath Charity. A compound would be in place for 8 weeks only and a fee would be charged.
- Officers were pleased to report that recent drainage investigations had located the location of the Lido leak. Works to replace the pipework were being undertaken and thanks were given to the City Surveyor's Department for their ongoing assistance in resolving the leak.

## Planning

- The Superintendent updated Members on the following planning application:
  - **Cranwood Development (Haringey).** Officers attended a Development Forum hosted by the London Borough of Haringey. Following the Forum, Officers met with representatives from Haringey and the developer and had submitted written representations. Officers will continue to engage prior to a planning application submission.

## Hampstead Heath Events Programme 2021-22

- Members were informed that the ongoing COVID pandemic had made it incredibly difficult as the lack of certainty for event organisers meant they were unable to make applications as normal. The Officer Event Group will continue to take a flexible approach and will work with event organisers to facilitate events where possible under the current restrictions.
- The Night of 10k Personal Bests event has been cancelled for 2021.
- The English National Cross Country will not take place in March 2021, due to the current restrictions. Ongoing dialogue is taking place with regards to an alternative event date in November 2021.
- The Heart walk is celebrating its 60<sup>th</sup> anniversary and a provisional date of 11 July was confirmed pending a risk assessment.
- The planned May date for the Race for Life event was postponed and would hopefully take place on 21 August.
- The Discussions are ongoing with the Showman's Guild regarding a longer Whitsun Fair, owing to the 2021 Easter Fair being cancelled.
- The Affordable Art Fair event organisers are currently planning for September dates and Zippos Circus is planned to go ahead on 18-24 October.
- The Leisure and Events Manager provided an overview of a possible new event, the Hideaway Cinema. Consideration was being given to a five-day outdoor cinema event located on the Lido field in early September 2021.
- The Chair felt the events were a balancing act as the Heath had lost income but there was a risk of damage to the Heath by visitors. The ticketing basis of these events would provide surety on the numbers expected.

## **Swimming**

- Officers confirmed that capital funding had been secured for a project concerning accessibility, safety and security at the three Bathing Ponds and Lido and this was progressing to Gateway 2.
- With regards to the proposed operating arrangements for the 2021 summer season. Officers have prepared draft arrangements and have consulted with the Heath swimming community, Members of the Sports Advisory Forum and the HHCC. A draft outline of the proposals, which remain subject to further Government Guidance, are set out in appendix 1. Officers continued to work towards a planned re-opening date of 29 March. It is proposed to also open the Mixed Bathing Pond from 29 March to provide additional swimming capacity.
- The Chair confirmed the swim season would be reviewed annually and Members approved the draft swimming arrangements for 2021.

## **Highgate Wood**

- It was noted that despite the stay local message to the public, Muswell Hill Road was regularly lined with cars from visitors driving to the Wood. The number of visitors has also increased due to the pandemic. Staff are preparing for 29 March and have a programme of ground restoration work to undertake.
- With regard to unprecedented numbers, a Member queried whether the Wood had reached a point of too many visitors. Members were advised that approximately a million people were visiting annually. A number of Conservation Areas are currently fenced off, but Staff have reported a number of new desire lines opening up during the pandemic. The Chair stated that people had found new Open Spaces during the pandemic and there were campaigns for more Open Spaces in London.

## **Queen's Park**

- Officers confirmed that there were damage and compaction concerns at the Park, as well as some recent flooding. The Friends of Queen's Park were meeting this weekend to discuss projects at the Park. A draft plan for the Woodland Walk project was being reviewed locally.

**RESOLVED** – That Members agree in principle the Swimming arrangements for 2021 (appendix 1) as set out in para 17.

### **8. FEES AND CHARGES 2021-22 & 2022-23**

Members considered a report of the Director of Open Spaces setting out the proposed fees and charges for a range of sports and services provided at Hampstead Heath, Highgate Wood & Queen's Park for 2021-22 and the proposed fees and charges for Weddings and Civil Ceremonies for 2022-23.

The Chair noted that an email had been received from Catherine West MP expressing concern regarding bringing the Bathing Ponds Concession Season Ticket charges in line with a 40% discount on the adult rate.

Members were informed that the Retail Price Index for November 2020, 1.3%, was being applied to the majority of the fees and charges for 2021-22. The hourly car parking charges were being increased above inflation but remained lower than the local benchmarks. It was noted that concessions offered a 40% discount on the adult rate, and the need for Bathing Pond Concession Season Ticket charges to be increase to align with the 40% discount had been identified as part of the March 2020 Swim Review.

Members made the following comments:

- A Member supported the recommendation and felt the increase was reasonable as all Departments were expected to make 12% savings.
- In response to a query concerning the charges for Professional Dog Walking Licences, Members were advised that a pro rata rate would be applied.
- A Member was surprised that charges had not been rounded. Officers advised that the majority of payments were being made via contactless and card payments, and that there would be a lesser impact from providing change. As the majority of charges were being increased by 1.3% rounding of the charges would result in a greater charge increase and it was agreed to keep precise rates.
- Members considered the 5% charge for Forest Schools to be reasonable.
- A Member noted that an annual swimming update would be prepared for consideration at the May meeting of the Committee and felt uncomfortable making a decision on the swimming fees now as they had not appreciated the concession issue. It was felt £9.97 was a large increase and the percentages masked the figures.
- Another Member highlighted the need to remain open and accessible to all and felt the increases would impact low income and vulnerable users. The Member consequently did not support the increase due to the current challenging period. The Chair reminded Members that the uplift was in line with the decision made by the Committee in March 2020 as the City Corporation offered a 40% concession in all other areas. The Member noted that they raised this objection to the March decision and formally still objected.
- The Chair acknowledged the dissent voiced by some Members regarding the 40% concession rate, but that Members approved the other recommended fees.

- Members discussed the options to raise the Bathing Pond Concession Season Ticket rate by inflation (1.3%) or to bring it in line with the 40% concessional rate across the City Corporation's Open Spaces. A Member did not think a vote was justified as the rates were modest and it was unfair to the other Open Spaces who were all suffering huge income pressures. Another Member felt balance was needed and that Members needed to understand the impact.
- Officers confirmed it had been an extremely difficult year with huge income losses, but the City Corporation had continually made the choice throughout the year to reopen swimming when possible. The cost to provide swimming during 2020-21 would be set out in the annual Swimming review.
- The Chair proposed a vote be taken based on two proposals: to increase the Bathing Pond Concession Season Ticket rates in line with the recommendation within the report or to freeze rates until the discussion at the May meeting could take place. A ballot was cast with 10 Members in support of the original recommendation and 5 against it giving a clear majority in favour of the recommendation.
- The Chair thanked Members for their full exploration of the report and considered debate.

**RESOLVED** – That Members:-

- Agree the proposed fees and charges for 2021-22 as set out in Appendix 1 of this report;
- Agree the proposed Wedding and Civil Ceremony fees and charges for 2022-23 as set out in Appendix 1 of this report;
- Agree to add Housing Benefit to the Concession Rate Criteria, as set out in para 11.

**9. MANAGEMENT FRAMEWORK**

Members considered a report of the Director of Open Spaces setting out the draft Divisional Plan 2021-2024 and the Conservation and Ecology Annual Work Programme (AWP) 2021-2022 for Hampstead Heath.

Members were advised that Officers had prepared the AWP in November 2020; however, projects were being reprioritised to focus more on recovery and restoration following the announcement and impacts of the third National Lockdown. Similar plans for Queen's Park and Highgate Wood were also being prepared and would come to the Committee in May.

With regards to the 150<sup>th</sup> anniversary celebrations, it was noted that a partnership statement and logo had been agreed to ensure a joined-up approach to promoting the anniversary. A Member felt that the monolith

exhibition should be used as an opportunity to promote the future and not just past.

The Director of Open Spaces noted that the anniversary was an opportunity to promote the work of the Hampstead Heath Charity and would hopefully encourage donations to support the work of the Charity. The Director also noted that people could now donate to particular projects via the City of London website.

Donations were being sought to fund works at the Model Boating Pond 'Island'. It is planned to revert the area to an island and increase aquatic planting in the channel created to support and improve the biodiversity of the area.

A Member enquired how the City Corporation would support SMEs during the upcoming café tendering process. Officers confirmed the process would start with local engagement, which would inform the tender process.

A Member felt the AWP did not adequately tackle the human impact issue on ecology and species at green spaces and queried what species monitoring was being undertaken based on species decline. Officers confirmed an innovative volunteer led bird nesting survey was completed last year and data was being collated by the Heath Ecologist. Volunteers were also identifying areas of high bird nesting activity. Volunteers from Heath Hands continue to support species monitoring.

The Superintendent added that there were a number of measures to protect ecology and biodiversity (including species monitoring) set out in the Divisional Plan; however, COVID recovery was currently the highest priority. The Conservation and Ecology AWP was set out in appendix 2 with new ground restoration works highlighted in blue.

**RESOLVED** – That Members:

- Agree the draft Hampstead Heath Divisional Plan 2021-2024 (appendix 1);
- Agree the draft Hampstead Heath Conservation and Ecology Annual Work Programme 2021-2022 (appendix 2).

10. **OPEN SPACES DEPARTMENT BUSINESS PLAN FOR 2021/22**

Members received a report of the Director of Open Spaces setting out the high-level Business Plan for the Open Spaces Department for 2021/22.

Members were advised that the Plan identified seven major workstreams for the whole Department together with the actions within various Corporate strategies that the Department was helping to deliver. The current Departmental risks, financial information and performance measures were also set out.

RECEIVED.

11. **CYCLICAL WORK PROGRAMME (CWP) 2021/22 UPDATED BID REPORT**

Members received a report of the City Surveyor setting out the details of projects which would be undertaken in 2021/22. In addition, an update was received regarding changes to how the CWP will operate, and be delivered, from 2022/23 onwards.

It was confirmed that Officers remain in discussion with the Chamberlain as there was an option to apply for emergency funding for health and safety related works.

RECEIVED.

12. **REPORT OF ACTION TAKEN**

The Committee noted a report of the Town Clerk updating Members on action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chairman since the last meeting of the Board, in accordance with Standing Orders No. 41 (a) and (b).

The Chair provided context for the urgency concerning Departmental and Service Committee Budget Estimates 2021/22 which followed the motion of the Committee at its last meeting resulting in budget approval.

RECEIVED.

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

There were no questions.

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

A Member noted the death of local author and Heath resident John le Carré who was a great fan of Heath, which featured in much of his fiction. It suggested that reference to his work could be included at the 150<sup>th</sup> anniversary celebrations.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 7 January 2021 were approved as a correct record.

17. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There were no items.

**The meeting ended at 5.52 pm**

-----

Chairman

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

<b>Committee(s):</b> Highgate Wood Consultative Group	<b>Date(s):</b> 21/04/2021
<b>Subject:</b> Draft Annual Report – Highgate Wood Charity (No. 232986)	<b>Public</b>
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	<b>1, 2, 3, 4, 5, 11 &amp; 12</b>
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
<b>Report of:</b> Director of Open Spaces	<b>For Discussion</b>
<b>Report author:</b> Jonathan Meares, Highgate Wood Manager	

## Summary

During 2020/21 activities, events and income generation at Highgate Wood have been impacted by the on-going COVID-19 pandemic. The Wood has remained open and has provided invaluable access to open space for the local community during the three National Lockdowns. The achievement of the 2020/21 Key Priorities has been impacted by the on-going pandemic, as set out in appendix 1. Moving forward, draft priorities for inclusions in the ‘Plans for Future Periods 2021/22’ have been proposed for Members feedback, with a focus on ground restoration works.

The draft Annual Work Programme Projects 2021/22 and draft Highgate Wood Divisional Plan 2021/24 are also presented for Members feedback.

## Recommendation(s)

### It is recommended that Members:

- Provide feedback on the ‘Plans for Future Periods 2021/22’ and the draft Annual Trustees Report for 2020/21 (appendix 1).
- Provide feedback on the draft Annual Work Programme Projects for 2021/22, as set out in appendix 2.
- Provide feedback on the draft Highgate Wood Divisional Plan 2021/24, as set out in appendix 3.

## Main Report

### Background

1. Highgate and Queen’s Park Kilburn is a Registered Charity (No. 232986).

2. As a Registered Charity, Highgate Wood is required to submit an Annual Report and Financial Statement, detailing its activities and to ensure compliance with the Charities Act 2011.
3. The draft Annual Report for 2020/21 is attached at appendix 1.

### **Current Position**

4. Since the end of March 2020, Highgate Wood has been impacted by the on-going COVID-19 pandemic. This has impacted on the achievements of the 2020/21 Key Priorities, as detailed in appendix 1.
5. The 'Plans for Future Periods 2021/22' (appendix 1) sets out the proposed overarching priorities for 2021/22. Members will note strong correlation between the 'Plans for Future Periods 2021/22', the draft Annual Work Programme Projects for 2021/22 (appendix 2) and the draft Highgate Wood Divisional Plan 2021/24 (appendix 3).
6. Members feedback and views are sought on:
  - The 'Plans for Future Periods 2021/22', and the draft Annual Trustees Report for 2020/21 (appendix 1).
  - The draft Annual Work Programme Projects for 2021/22 (appendix 2).
  - The draft Highgate Wood Divisional Plan 2021/24 (appendix 3).

### **Corporate & Strategic Implications**

7. The projects and works outlined in this report contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018/2023: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments.
8. The revised priorities outlined in this report also contribute towards the three objectives and outcomes set out in the Open Spaces Business Plan 2021/22 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.

### **Financial Implications**

9. The Superintendent will provide a verbal update on the end of year position budget position for 2020/21.
10. From 2021/22, in respect of Open Spaces (local risk budget), income relating to donations and legacies to the Charities shall be ring-fenced and where necessary, carried forward in the relevant ring-fenced Charitable reserve for each Charity.

### **Resource Implications**

11. Staff resources are being prioritised keeping the Wood open, safe, accessible and secure.

### **Climate Implications**

12. The City of London launched its Climate Action Strategy in October 2020 and the strategy is now in implementation stage. A key part of the strategy is conserving

and enhancing biodiversity alongside reducing the City of London's carbon emissions. This will be the main objective at Highgate Wood in the short term, especially following the impact of exceptionally high number of visitors due to COVID-19.

#### Legal Implications

13. No Impact.

#### Risk Implications

14. There is a risk that the revised priorities for April 2021 onwards will be impacted by COVID-19.

#### Equality Implications

15. No Impact.

#### Security Implications

16. Security implications are addressed in the emergency response to COVID-19 and are being monitored and recorded through the Departmental Risk Register.

#### **Conclusion**

17. Following feedback, the Trustees Annual Report 2020/21 will be submitted as required by the Charity Commission.

#### **Appendices**

- Appendix 1 – Draft Annual Report for Highgate Wood and Queen's Park Kilburn Charity 2020/21.
- Appendix 2 – Draft Annual Work Programme Projects 2021/22.
- Appendix 3 – Draft Highgate Wood Divisional Plan 2021/24.

#### **Jonathan Meares**

Highgate Wood, Conservation and Trees Manager

[jonathan.meares@cityoflondon.gov.uk](mailto:jonathan.meares@cityoflondon.gov.uk)

This page is intentionally left blank

## Appendix 1 – Draft Annual Report for Highgate Wood Charity 2020/21

### 1. Objectives and Activities

The City of London protects and manages, by charitable trust, almost 11,000 acres of open spaces within and around the capital for the benefit of local communities and visitors.

Highgate Wood is a 28-hectare ancient woodland site opened to the public in 1887. Situated in north London between Highgate Village and Muswell Hill, it is bounded by Muswell Hill Road to the East and Transport for London land to the west and the north west. The site was once part of a 1,000-acre hunting estate belonging to the Bishop of London and is one of group of ancient woodland sites in the Highgate and Hornsey area.

**Acquisition:** Highgate Wood was acquired in 1886 by the City of London Corporation from the Ecclesiastical Commissioners under the provisions of the Highgate and Open Spaces Act 1886.

**Administration:** Formerly administered by the Corporation's Coal and Corn and Finance Committee 1886-1966, Highgate Wood is now managed by the City of London Corporation through the Hampstead Heath, Highgate Wood and Queen's Park Committee. There is also a Highgate Wood Consultative Group, which comprises Members from local community groups (including the Friends of Queen's Wood), local Ward Councillors and a schools liaison representative.

The purpose of the Highgate Wood Consultative Group is devising and implementing the City Corporation's policies and programmes of work in relation to Highgate Wood and Queen's Park in accordance with the provisions of the Highgate Wood and Kilburn Open Spaces Act 1886.

#### **The purpose of the Charity is:**

*'the preservation in perpetuity by the City of London Corporation of the open spaces know as Highgate Wood, Highgate and Queen's Park Kilburn for the use by the public for exercise and recreation.'*

#### **Explanation of Aims and objectives for the year including the changes or differences it seeks to make through its activities**

The activities of the Highgate Wood and Queen's Park Kilburn charity are guided by its Charitable Objective, as stated above, and are developed within the framework of the City Corporation's Corporate Plan 2018-23, the Open Spaces Department Business Plan 2021-22 and the Highgate Wood Divisional Plan 2021-24.

The contribution which Highgate Wood makes towards supporting the aims and objectives of these is set out in section 2.

### 2. Highgate Wood Achievements and Performance

The key priorities for 2020/21 were:

- Development of policies and procedures linked to the City of London (Open Spaces) Bill, including Licencing Schemes for Professional Dog Walkers, Forest Schools.

Achievement against the key priorities for 2020/21 were:

- Short Term Licenses for two Forest Schools have been issued. Unfortunately, Forest School activity has been impacted by the on-going COVID-19 pandemic, and Forest School activities have only resumed in March 2021, in-line with Government Guidance. Development of Licencing schemes for Professional Dog Walking and Fitness Training have also been impacted by the pandemic during 2020/21.

Other achievements during 2020/21 were:

- The Highgate Wood Team have ensured that the Wood has remained open and accessible throughout the COVID-19 pandemic. During the Spring, the Highgate Wood Team have worked to mitigate the impacts of increase visitor numbers by closing off a number of desire line pathways which have increased in size, due to social distancing and visitors attempting to find quieter, less busy areas, within the woodland.
- Pests and Diseases continue to be managed through planned inspections by the Arboricultural Team. In July 2020 sites visits and inspections were carried out for Oak Processionary Moth. A number of nests were found and removed by the Team. No biological spraying took place in 2020.
- In early December 2020 contractors completed refurbishment of the Pavilion Café toilets.
- Green Flag and Green Heritage awards have been successful retained during 2020.
- The Superintendent and Highgate Wood Manager have engaged with the London Borough of Haringey regarding a housing development proposal (Cranwood House) in Muswell Hill which will boarder the Wood. The main concern are around light pollution and potential impacts on the Wood's bat population. A number of mature trees on the site boundary may also be impacted. Moving forward, the Wood Manager will continue to liaise with the Design Team regarding the application.
- The Friends of the Highgate Wood Roman Kiln have successfully launched their website.

**Plans for Future Periods 2021/22**

The proposed overarching priorities which will guide all of our objectives and activities from April 2021 are:

- Continue the works for green recovery and restoration of woodland erosion and compaction, linked to the COVID-19 pandemic and increased visitor numbers.

- The creation of the 2021/22 Conservation Area next to the Play Area will form a major area of recovery after many years of intensive usage. A review of the policy of conservation area creation and the timescales of enclosure will also be carried out.
- Increasing operational efficiencies and income generation as a response to budget cuts to be implemented in 2021/22.
- Deliver the tender for the Pavilion Café.
- Develop an ecological monitoring methodology to measure visitor pressure on sensitive areas within the woodland and build on the data provided by the oak decline survey which is now in its twelfth year.
- Forest School activity review.
- Increase volunteering including ecological monitoring.

#### **Performance Measures for 2021/22**

- Achieve budgeted income and expenditure targets for Highgate Wood and Queens Park Kilburn Charity. Income from events and café rental is reduced this year. The café tenant is in discussion with the City Corporation regarding the current rental arrangement.
- Maintain Green Flag Award and Green Heritage Accreditation for 2021.

This page is intentionally left blank

### HIGHGATE WOOD - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible
HW-PR1	COVID-19 Impact Recovery Programme	Undertake a programme of grassland restoration works, focused on the sports field. Fencing off high impact COVID related desire lines throughout the woodland and adjacent to existing paths.	Spring 2021 and Autumn 2021	Site Supervisor
HW-PR2	Monitoring Visitor Impact	Review existing survey data to assess the impact of the additional COVID visitor numbers on the woodland environment and wildlife.	2021/22	Site Manager / Site Supervisor
HW-PR3	Conservation Area	Creation of a new Conservation Area to allow woodland natural recovery and wildlife refuge following ground damage due to increased visitor numbers linked to COVID-19.  Review the Conservation Area rotation policy as set out in the Woodland Management Plan 2018-2028.	2021/22	Site Manager / Site Supervisor
HW-PR4	Promoting Volunteer Opportunities	Working in partnership with Heath Hands developed the opportunities if volunteering in Highgate Wood through habitat management and wildlife monitoring.	2021/22	Site Manager
HW-PR5	Entrances	Replace 2 entrance notice boards.	2018-2022	Site Supervisor
HW-PR6	Roman Kiln	HLF Bid for Roman Kiln installation at the Highgate Wood Office (subject to fundraising by FOHRK).	2021/22	Site Manager

This page is intentionally left blank

Highgate Wood Divisional Plan 2021 - 24				
Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on Progress
HW1	<p><b>COVID-19 Impact Recovery Programme</b></p> <p>Continue to respond to Government Guidance and maintain COVID secure workplaces and facilities.</p> <p>Implement Annual Work Programme interventions to address erosion, compaction, path maintenance, waymarking and signage improvements.</p> <p>Prioritise enforcement taskings to support the protection of the Wood and to ensure people feel welcome and safe.</p>	On-going project subject to annual review.	<p>Shape outstanding environments.</p> <p>Contribute to a flourishing society.</p>	A new woodland Conservation Area to be established autumn 2021. The location is a 0.75-hectare area north of the Play Area.
HW2	<p><b>Deliver Efficiencies, Savings and Income Generation Projects</b></p> <p>Implement the approved budget for 2021/22.</p>	<p>Revised Estimates 1/10/2021.</p> <p>Deliver balanced budget by 31/3/2022.</p>	<p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>As well as implementing efficiencies, additional income streams are being investigated.</p> <p>A revised roster for Highgate Wood is being considered.</p> <p>Regular monitoring of the 2021/22 Budget to take account of Covid-19 impacts.</p>

Highgate Wood Divisional Plan 2021/24				
Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on Progress
HW3	<b>Support Implementation of the Target Operating Model</b> Review operational arrangements to align with the Target Operating Model.	Project Launched 2020/21.  Phased Implementation 2021/22.	Contribute to a flourishing society.  Support a thriving economy.  Shape outstanding environments.	Town Clerk's briefings have been shared with staff and signposted to the Intranet page.  TOM proposals presented to Members.  Consultation with HW Team is in progress.
HW4	<b>Develop our Workforce</b> Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	Launch PDA's 31/3/2021.  PDA Mid-Term Review 1/10/2021.  PDA Year-End Review 31/3/2022.	Shape outstanding environments.  Contribute to a flourishing society.	Performance Development Approach (PDA) continue to be used to discuss and plan staff development.
HW5	<b>Divisional Radio System</b> Procure an alternative Radio System.	31/11/2021.	Contribute to a flourishing society.  Shape outstanding environments.	Due to a change of landlord, the City Corporation have been notified of a termination of their lease at the Aerial Mast, located at St Columba.

Highgate Wood Divisional Plan 2021/24				
Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on Progress
HW6	<b>Roman Kiln</b> Working with the Friends of Highgate Wood Roman Kiln (FOHRK), return the Roman Kiln artefact to Highgate Wood and rehouse in the repurposed Highgate Wood Office/visitor centre.	On-going project.	Shape outstanding environments.  Contribute to a flourishing society.	FOHRK have submitted a proposal, regarding taking six young people between the ages of 16-24 through the Tier 1 schedule of the Historic England programme for developing young heritage professionals using the Department of Work and Pensions Kickstart fund.
HW7	<b>Monitoring Visitor Impact</b> To monitor and assess the Visitor impact on the woodland and consider steps to mitigate the negative impacts.	On-going project.	Shape outstanding environments.  Contribute to a flourishing society.	This will be led by Ecologist and HW Team working with Heath Hands volunteers.
HW8	<b>Volunteering Opportunities</b> Increase volunteering activities in Highgate Wood to support Highgate Wood's key objectives.	On-going project.	Shape outstanding environments.  Contribute to a flourishing society.	This project is linked to HW7. Monitoring visitor impacts will create and inform volunteering opportunities moving forward.
HW9	<b>Signage &amp; Interpretation</b> Complete the noticeboard replacement programme.	31/3/2022.	Shape outstanding environments.  Contribute to a flourishing society.	Installation of 2 oak timber notice boards is outstanding.

Highgate Wood Divisional Plan 2021/24				
Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on Progress
HW10	<b>Café Tendering</b> Undertake a tender procurement for the Pavilion Café.		Contribute to a flourishing society.  Support a thriving economy.	Consultation and Engagement to be undertaken to inform the tender documentation.  Development of tender documents to enable commencement of process.
HW11	<b>Dog walking code of conduct and the Professional Dog Walking Licencing Scheme</b> Implement a licencing scheme for Professional Dog Walkers using the Wood.	Undertaken engagement & consultation 31/3/2022.	Contribute to a flourishing society.  Support a thriving economy.  Shape outstanding environments.	
HW12	<b>Fitness training code of conduct and licencing scheme</b> Undertake a consultation and engagement to inform the develop a licencing scheme for Fitness trainers.	Undertaken engagement & consultation 31/3/223.	Contribute to a flourishing society.  Support a thriving economy.  Shape outstanding environments.	

Highgate Wood Divisional Plan 2021/24				
Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on Progress
HW13	<b>Forest School Licencing Scheme</b> Develop a long-term licencing scheme for Forest Schools.	Licence Scheme to commence September 2022.	Contribute to a flourishing society.  Support a thriving economy.  Shape outstanding environments.	Officers are engaging with Forest Schools and registering current groups using the Wood. Short Term Licencing arrangements are being implemented.  Implementation of this project is being impacted by Covid.
HW14	<b>Bio-Security Management</b> Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	2021/22.	Support a thriving economy.  Shape outstanding environments.	OPM population decreasing.  Continuing Oak decline survey. Possible volunteer support
HW15	<b>Planning</b> Regular monitoring of development and planning applications which are in the environs of the Wood to ensure that the Wood is protected.	2021/22.	Support a thriving economy.  Shape outstanding environments.	Reporting to HWCG and Quarterly reporting to HHHWQPC.  Liaising with the Housing Department from Haringey, regarding Cranwood House.

Highgate Wood Divisional Plan 2021/24				
Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on Progress
HW16	<b>Climate Action Strategy</b> Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards CoLC's achieving Net 0 by 2027 in scope 1 & 2 emissions.	2027 Net 0 scope 1 & 2 2040 Net 0 Scope 1, 2 and 3.	Support a thriving economy.  Shape outstanding environments.	Strategy adopted October 2020.  Now in first phase of delivery.  Quarterly reporting to HHHWQPC.

<b>Committee:</b>	<b>Date:</b>
Hampstead Heath Consultative Committee	19 April 2021
Queen's Park Consultative Group	21 April 2021
Highgate Wood Consultative Group	21 April 2021
<b>Subject:</b>	<b>Public</b>
Open Spaces Department Business Plan for 2021/22	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
<b>Report of:</b>	<b>For information</b>
Colin Buttery, Director of Open Spaces	
<b>Report author:</b>	
Gerry Kiefer, Directorate Business Manager	

## Summary

This report presents for information the high-level Business Plan for the Open Spaces Department for 2021/22. This plan identifies seven major workstream for the whole Department together with the actions within various Corporate strategies that the Department is helping to deliver, sets out the current Departmental risks, provides financial information and identifies our performance measures. This report also identifies next year's key areas of work for Hampstead Heath, Highgate Wood and Queens Park.

## Recommendation

Members are asked to:

- Note the report

## Main Report

### Background

1. This high-level Departmental Business Plans for 2021/22 was agreed by Open Spaces and City Gardens Committee on 2 December 2020. The Plan is presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

### Current Position

2. Business Plans are aligned to Departments, so all financial information presented within the Business Plan reflects the Departmental budget rather than the Committee budget.

### Proposal

3. The high-level summary Business Plan for the Open Spaces Department is presented at **Appendix 1**. This plan identifies the 7 major workstreams over the next year for the whole Department, some of which will be progressed by officers from Hampstead Heath, Highgate Wood and Queens Park.
4. Hampstead Heath, Highgate Wood and Queens Park have identified the following as their *additional key areas of work* over the next year:
  - COVID-19 Impact Recovery Programme; responding to Government guidance and maintaining COVID secure workplaces and facilities. Implementing interventions to address erosion, compaction, path maintenance, waymarking and signage improvements.
  - Achieve financial savings as required with a continuing emphasis on appropriate income generation activities.
  - Develop and deliver a programme to celebrate the 150 anniversary of the founding 1871 legislation.
  - Compliance with ULEZ – In order to meet emission requirements, manage financial implication and implement the agreed vehicle replacement plan
  - Implementation of the East Heath car park resurfacing, drainage and cycle parking improvements.
  - Progress capital projects in relation to safety, access and security issues across the three Bathing Ponds and the Parliament Hill Fields Lido.
  - Tender four café leases and the additional offer at the Heath extension.
  - Obtain approval and implement new licensing schemes in line with the provision of the 2018 Open Spaces Act.

### Corporate & Strategic Implications

5. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1, sides 1 and 2.
6. Financial implications – The high-level summary Business Plan at Appendix 1 has been drawn up taking into consideration increasing employee costs as well as a 12% reduction in the departmental budget compared to 2020/21.
7. Risk implications – Key risks managed by the department are included in the high-level summary Business Plan. The COVID19 risks which are reported corporately but relate to this Department are also included in the Business Plan.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model and/or to meet budget savings. Requests for capital funding for projects will be made as part of the annual capital bidding process.

9. Equalities implications – Where we develop new policies, strategies, service provision and capital projects we will undertake ‘tests of relevance’ and where appropriate a full equalities analysis.
10. Climate Implications – Open Spaces already offset 40% CoL scope 1 and 2 co2 emissions. An annual capital bid has been made as part of the overall Climate Action Strategy funding request; to support the work to increase co2 sequestration through land management and innovative working, which will contribute to 100% reduction target of CoL scope 1 and 2 emissions by 2025.
11. The capital funding will enable this project to build on the initial works that have mapped the carbon sequestration benefits from City Corporation Open Spaces and accelerate this function through re-introduction of best land management practices. The second area is to create a commercially sustainable future use of the sustainably produced timber and other agricultural products. The majority of this early work will focus on Epping Forest.
12. Security implications – there are no security implications arising from this report

## **Conclusion**

13. This report presents the Open Spaces Department high-level Business Plan for 2021/22 and key areas of work at a local level for the services that report to this Committee.

## **Appendices**

- Appendix 1 – Open Spaces Department High-level Business Plan 2021/22

## **Gerry Kiefer**

Business Manager – Open Spaces Department

T: 020 7332 3517

E: [Gerry.kiefer@cityoflondon.gov.uk](mailto:Gerry.kiefer@cityoflondon.gov.uk):

This page is intentionally left blank

## THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### Our overarching objectives are:

- Open spaces and historic sites are thriving and accessible.
- Spaces enrich people's lives.
- Business practices are responsible and sustainable.

## Our major workstreams this year will be...

- Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
- Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
- Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
- Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
- Working with City Surveyors, progress future use of the nursery site at West Ham Park.
- Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
- Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

## The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

## What's changed during 2020

- More staff working from home / remotely.*
- New ways of working for non office staff to comply with Government guidance*
- Increased use of online services for payment and bookings.*
- Increased use of cashless payment.*
- 'Took our services on-line', increasing the provision of digital content so 'digitally open while physically closed'.*
- The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites' biodiversity and infrastructure.*
- Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>COVID19 operating models will inform future service operations.</i>	2021/23
<i>Approach to cycling to be reviewed across a number of properties</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards

## Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

### Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

### Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

### Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership .....

### Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

### Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

### Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

### Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

## Key Departmental Risks

		0	6	3	Total = 9
	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
	Rare (1)				
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

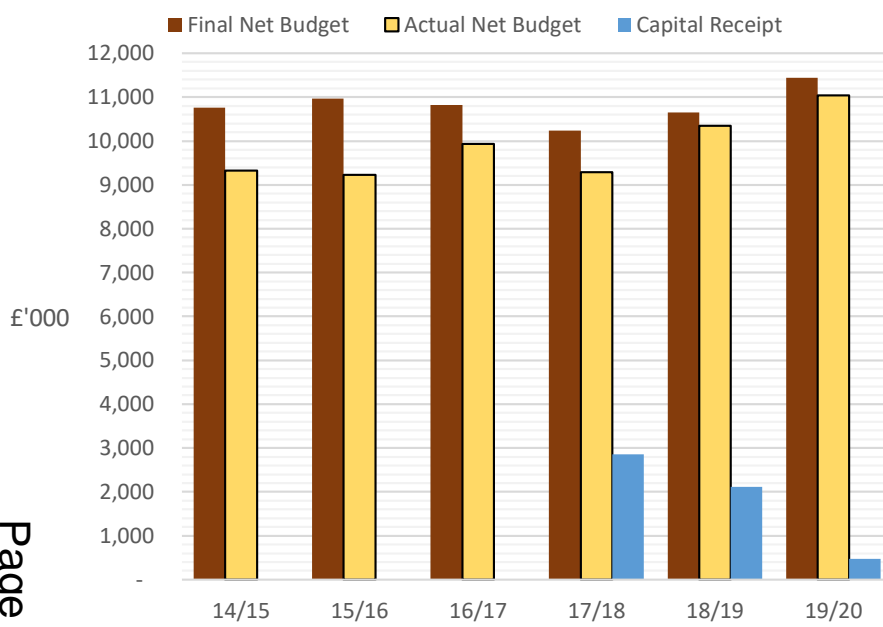
## Open Spaces risks related to COVID-19

COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> <li>Accelerated long-term damage to sites</li> <li>Open Spaces workforce wellbeing</li> </ul>	
These risks are reported Corporately	

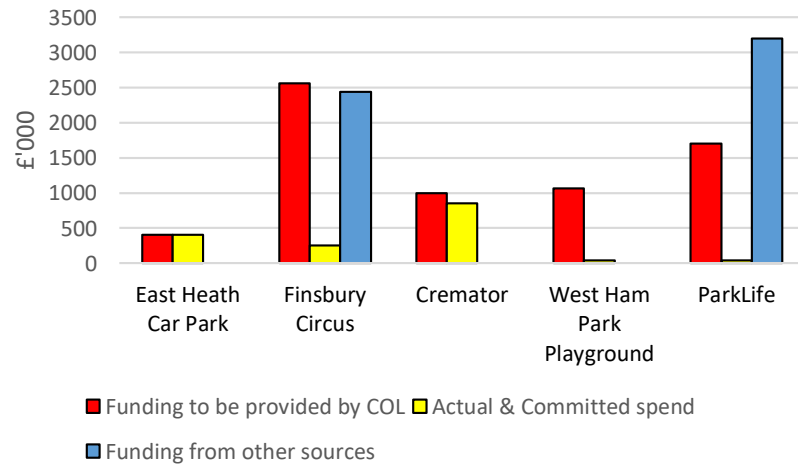
Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

## Directors local risk

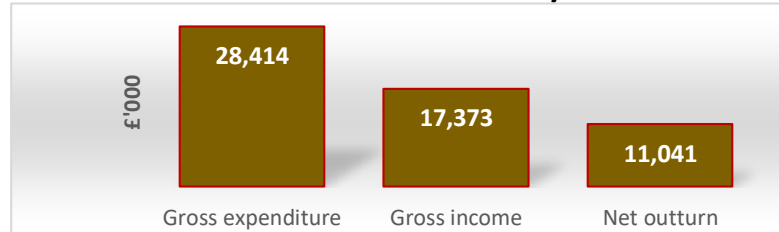
### Net Budget vs Actual Net Budget and Capital Receipts



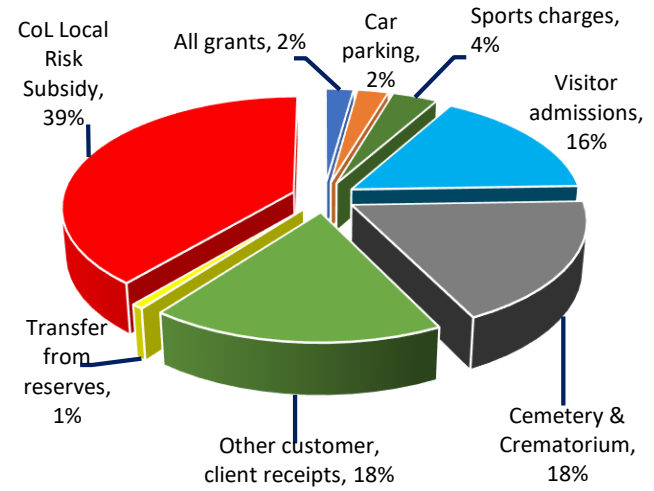
### OSD Capital projects - showing anticipated COL and other funding plus spend to date



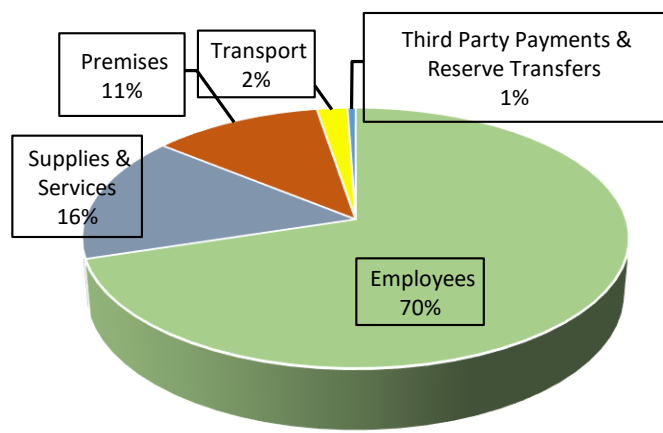
## Actual Local Risk 2019/20



### Where our 2019/20 income came from



### How we spent our local risk budget in 2019/20



## THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

### The Open Spaces Department's three top line objectives and twelve outcomes are:

#### A. Open spaces and historic sites are thriving and accessible

- ✓ Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- ✓ London has clean air and mitigates flood risk and climate change (11)
- ✓ Our spaces are accessible, inclusive and safe (1)
- ✓ Our habitats are flourishing, biodiverse and resilient to change (11)

#### B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

#### C. Business practices are responsible and sustainable

- ✓ Our practices are financially, socially and environmentally sustainable (5)
- ✓ London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- ✓ Our staff and volunteers are motivated, empowered, engaged and supported (8)
- ✓ Everyone has the relevant skills to reach their full potential (8)

**KEY:** The numbers in brackets show how the Open Spaces Outcomes link to the twelve Corporate Plan Outcomes 2018-2023.

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target

# Agenda Item 7

<b>Committee(s):</b>	<b>Dated:</b>
Highgate Wood Consultative Group Queens Park Consultative Group	21 April 2021 21 April 2021
<b>Subject: CWP 2021/22 Updated Bid Report</b>	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1,2,4 and 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£0</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of: City Surveyor</b>	<b>For Information</b>
<b>Report author: Alison Bunn – Head of Facilities Management</b>	

## Summary

In July 2020 details of the proposed Cyclical Works Programme (CWP) bid list for 21/22 were presented to this committee. The report detailed the proposed bid for the properties within your Committee's remit. Since that report was presented and considering the Covid-19 pandemic a review has been undertaken of the CWP bid for 21/22 and it has been reduced. Only Health & Safety related projects will now be undertaken in 21/22 which has reduced the overall CWP bid list down from £12m to £4m, this reduction allows for the City to make savings to help its immediate financial pressures and for the project delivery team to catch up after a period of non-activity at the start of the Covid-19 pandemic and lockdown.

This report sets out the details of projects which will now be undertaken in 21/22 and details of the projects that will be delivered within that year which form part of the previous year's programmes.

In addition, the Chairman of Corporate Asset Sub Committee requested that Officers review the current CWP approach and whether it requires updating after 4 years in operation. This exercise has been undertaken and the findings presented to Corporate Asset Sub Committee on the 15<sup>th</sup> September 2020, these proposals were approved and therefore this report also sets out the main changes to how the CWP will operate and be delivered in year 22/23 onwards.

## Recommendation(s)

Members are asked to:

- Note the contents of this report

## Main Report

### Current Position

1. At Corporate Asset Sub Committee on the 15<sup>th</sup> September 2020 they approved a reduced CWP bid for 21/22 to allow for works delayed due to Covid-19 to be brought back on schedule and for the new CWP approach to be implemented for year 22/23.
2. Since then Officers in City Surveyor's and Open Spaces have been working to identify any further projects which need to take place in 21/22 and cannot be deferred. The details below highlight the projects that will now proceed across the Open Spaces portfolio.
3. The headlines for all Open Spaces are:

<b>Total Original 21/22 CWP Bid</b>	<b>Revised 21/22 CWP Bid</b>	<b>Project Delivery 21/22</b>
£1,596,800	£434,000	£1,131,473

4. As a result, the following works for Open Spaces will be undertaken in 21/22:

### City Cash – Total Value £374,0000

<b>Location</b>	<b>Property</b>	<b>Project Title</b>	<b>Budget cost</b>
Epping Forest	The Obelisk, Warren Field, The Warren	DECORATION & LIMEWASH	£2,500
Epping Forest	Queen Elizabeth Hunting Lodge	EXTERNAL LIMEWASH & OVERHAUL	£25,000
Epping Forest	Queen Elizabeth Hunting Lodge	INFILL PANELS LIME DAUB OVERHAUL	£6,000
Keats House	Keats House	SECURITY ALARM REPLACEMENT	£15,000
10 Keats Grove	10 Keats Grove	SECURITY ALARM REPLACEMENT	£15,000
The Monument	The Monument	SECURITY ALARM REPLACEMENT	£1,500
10 Keats Grove	10 Keats Grove	FIRE ALARM REPLACEMENT	£15,000
Keats House	Keats House	Keats House CCTV Replacement	£14,500

Open Spaces	Bunhill Fields Burial Ground	MEMORIALS BREAKDOWN	£30,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS CONSERVATION	£125,000
Open Spaces	Bunhill Fields Burial Ground	NOTABLE MEMORIALS OVERHAUL	£15,000
Hampstead Heath	Lido Buildings	SHOWER & TOILET REFURBISHMENT (MALE & FEMALE)	£14,000
Hampstead Heath	Lido Buildings	PA SYSTEM REPLACEMENT	£7,000
Hampstead Heath	Lido Buildings	CABLE RATIONALISATION	£3,500
Hampstead Heath	Mixed Bathing Pond	SEWAGE PUMPS AND CONTROL GEAR REPLACEMENT	£25,000
Hampstead Heath	Mixed Bathing Pond	FENCING REPLACEMENT	£20,000
Hampstead Heath	Traditional Playground	PADDLING POOL REPLACEMENT	£40,000

#### City Fund – Total Value £60,000

Location	Property	Project Title	Budget cost
CoL Cemetery & Crematorium	Modern Crematorium	CREMATOR No. 1 REFRACTORY	£60,000

5. The overall provisional CWP 21/22 bid for Open Spaces was £1,596,800 this is therefore a significant reduction in this amount.
6. Only projects with the highest health and safety score have been put forward in the bid list for 21/22 and it is expected that they will be delivered within that year.
7. Appendix A includes a list of all projects put forward for the original 21/22 bid and are now deferred.
8. Any projects not funded will be moved to the bid list for 22/23 and with the new CWP approach approved by Member's there is commitment to fund and deliver all projects within the bid list which is put forward.
9. Whilst only a reduced bid is agreed for 21/22, there are already c.265 projects to Open Spaces which have already received funding with a combined value of c.£4.2million. These will be delivered through the usual CWP process over the next 3-4 years. The delivery of all CWP programmes is being smoothed

over 4 years rather than the traditional 3 years, this is to assist in the overall financial forecasts of the City.

These projects are:

Merlewood Est Office Landlords Lighting Power Rewire	12,000
Epping Forest Museum CCTV Replacement	2,500
Epping Forest 1 Keepers Lodge Landlord Lighting Power Rewire	6,000
Epping Forest 2 East Lodge Warren Landlords Lightings Power Rewire	6,000
Epping Forest 2 Keepers Lodge Wanstead Park Landlords Lighting Power Rewire	6,000
Epping Forest 46 The Plain Landlords Lightings Power Rewire	6,000
Epping Forest Info Centre Security Alarm Replacement	2,000
Epping Forest The Warren Office Access Control System Replacement	7,000
West Ham Park Boundary Fence Wall Decorations to Gates Railing Inside Park	33,500
West Ham Park Vehicle Shed Refurbishment	78,574
Bunhill Fields Burial Garden Brickwork Overhaul to Boundary Wall	9,100
Bunhill Fields Burial Signage Replacement	10,000
Bunhill Fields Fence Decoration Around Graves	18,000
Bunhill Fields Fence Decoration Around Memorials	2,500
Bunhill Fields Paving Overhaul	6,000
Bunhill Fields Railings Decorations External	17,349
Golders Hill Park 1 2 Golders Hill External Decorations	1,593
Golders Hill Park 1 2 Golders Hill House Kitchen Refurbishment	10,000
Golders Hill Park 1 2 Golders Hill House Windows Replacement	11,000
Hampstead Heath General/Infrastructure Drainage Survey	89,061
West Heath Pergola Strengthening	25,000
Crem Fitters Workshop Walls repointing / overhaul	10,000
Crem Haywood Centre Roof replacement	125,000
Crem Main Entrance lighting replacement	15,000
Crem Staff kitchen refurbishment	4,000
Crem Staff shower room refurbishment	9,500

Highgate Wood Education Hut Photovoltaic Cells Condition Refurbishment	3,000
Epping Forest Mains Water Replacement	36,000
Epping Forest The Warren Office Electric Gates Replacement	24,000
Epping Forest Museum Store Fire Alarm Replacement	12,000
Open Spaces Bunhill Fields Brick Structures Remedial Works	3,500
Golders Hill Park Cafeteria Fire Alarm Replacement	10,000
Golders Hill Park Cafeteria Electrical Intake Replacement	8,147
Golders Hill Park Cafeteria Public Toilets Lighting Emergency Lighting Replacement	5,000
Queens Park Toilet Block Refurbishment	35,000
West Heath Pergola Engineer to Monitor Structures	2,500
Open Spaces Garden Churchyard Paved Areas	7,643

Cemetery Crematorium Various Cess Pit Survey	19,946
Cemetery Crematorium Modern Crematorium Landlords Lighting Power Rewire	120,000
Cemetery Crematorium Road Resurfacing	48,000
Cemetery Crematorium Chapels Modern Crematorium Roof Replacement	180,000
Cemetery Crematorium Modern Crematorium Roof Replacement	50,000
Cemetery Crematorium Modern Crematorium Scissor Lift Refurbishment	3,060

Hampstead Heath General Infrastructure Valve Replacement all ponds	36,000
Parliament Hill Fields General Drainage Overhaul	40,000
Hampstead Heath Drainage Overhaul general	50,000
Parliament Hill Fields Hot Water Plant Replacement	50,000
10 Keats Grove Fire Alarm Replacement	15,000
Cemetery Crematorium Main Entrance / Gatehouse/ Parking Area Parking Area Resurfacing	30,000

10. Since the initial writing of this report the UK has moved back into a 3<sup>rd</sup> National Lockdown on the 4<sup>th</sup> January 2021. Therefore, the City owned Open Spaces are seeing a significant increase in footfall and usage of the sites. This has raised concerns about the reduced level of CWP funding in 21/22, therefore after discussions held at a Special Budgetary Meeting of the Hampstead Heath Management Committee on the 7<sup>th</sup> January 2021, the Superintendent is working with the City Surveyor's Department to develop a list of projects that have now become a Health and Safety risk and require funding either through the 21/22 bid or submitting a bid for the money from the existing savings achieved through currently funded CWP projects. The first project of which for gully repairs at a value of £28,000 has been approved on the 25<sup>th</sup> January 2021.

### **Moving Forward - New Approach**

11. The following at the key changes to the CWP which were approved at Committee on the 15<sup>th</sup> September 2020:
- Moving to a condition-based maintenance approach through the new Computer Aided Facilities Management (CAFM) system currently being procured and due to be implemented Autumn 2021
  - Focus the programme delivery into a single financial year
  - Removal of smaller value projects under £10,000 by uplifting the City Surveyor's, DBE's or Barbican's local risk budget respectively (using funds previously earmarked for the CWP) to allow project delivery to focus on the larger scale projects
  - Altering the project prioritisation matrix to make it more fit for purpose and a fairer system for all properties
  - Smoothing of the already agreed CWP programme to create a '4<sup>th</sup>' year

- Introduction of 3-5 yearly building condition surveys funded from funds previously earmarked for the CWP

## **Corporate & Strategic Implications**

12. Cyclical Works Programmes set out to deliver three of the key objectives in the Corporate Property Asset Management Strategy.

- SO.1 – Operational assets remain in a good, safe and statutory compliant condition.
- SO.2 – Operational assets are fit for purpose and meet service delivery needs.
- SO.3 – Capital and supplementary revenue programmes are affordable, sustainable and prudent and that the limited available resources are directed to the highest corporate priorities.

## **Conclusion**

13. This report is to update Members on the reduced CWP 21/22 bid for Open Spaces and explain the new approach for the CWP which will be adopted from year 22/23 onwards which has been approved by the Corporate Asset Sub Committee.

## **Report author**

Alison Bunn

Head of Facilities Management

Operations Group – City Surveyors Department

E: [alison.bunn@cityoflondon.gov.uk](mailto:alison.bunn@cityoflondon.gov.uk)

T: 020 7332 1069

## **Appendices**

- Appendix A – 21.22 CWP Deferred Projects

## Appendix A

Original Actual List now on the Deferred List

Building	Project	Cost
Equipment Store, Highgate Wood	INSTALLATION OF NEW MANSAFE SYSTEM TO ROOF	5,000
Equipment Store, Highgate Wood	PHOTOVOLTAIC CELLS CONDITION SURVEY	3,500
Parliament Hill Fields	RUNNING TRACK COLUMNS RELAMP	15,000
Parliament Hill Fields	SPACE HEATING REPLACEMENT ATHELTICS TRACK PAVILION COMPLEX	70,200
436 A-D Archway Road	FIRE ALARM REPLACEMENT	2,500
Highgate Wood	HIGHGATE WOOD & QUEENS PARK FABRIC FMP CONDITION SURVEY	10,000
Hampstead Heath	KENWOOD GENERAL SURVEY	6,000
Parliament Hill Fields	FIRE ALARM REPLACEMENT LIDO INFORMATION CENTRE	36,100
Lido Buildings Complex	ROLLER SHUTTER REPLACEMENT (8 No.)	15,500
Athletics' Track Pavilion Complex	CABLE RATIONALISATION	3,500
Mixed Bathing Pond Complex	FENCING REPLACEMENT	20,000
	<b>Total</b>	<b>£187,300</b>

## Reserve List

Building	Project	Cost
General	WATER MAINS & DRAINS REPLACEMENT	15,000
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF BOTHY)	20,500
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF OFFICE)	25,000
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (WORKSHOP/STORES)	25,000
Shelter and Garages	LIGHTING REPLACEMENT	3,000
Staff Yard Complex	WINDOWS REPLACEMENT	30,000
1 & 2 Golders Hill Houses	BRICKWORK REPOINTING	3,500

Cafeteria and Public Toilets	FLOORING REPLACEMENT (TOILETS)	7,000
Cafeteria and Public Toilets	WINDOWS REPLACEMENT (TOILETS)	15,000
Zoo Shelter and Toilets	FLOORING REPLACEMENT	7,000
Bandstand	FLOORING REPLACEMENT (SURFACE COVERING)	6,000
Shelter and Garages	LANDLORDS LIGHTING & POWER REWIRE	5,000
Zoo Shelter and Toilets	EXTERNAL DECORATIONS	3,000
Deer Shelters and Huts	EXTERNAL DECORATIONS	2,500
Staff Yard Complex	INTERNAL DECORATIONS (MAIN OFFICE & STORES)	5,000
Zoo Shelter and Toilets	INTERNAL DECORATIONS	2,000
Tennis Booking Hut and Shelter	INTERNAL DECORATIONS	2,000
Tennis Shelters (3 No.)	DECORATIONS	2,500
Shelter and Garages	DECORATIONS	2,500
Bushwood Lodge, Bush Road	ROOF INSULATION REPLACEMENT	2,000
Adventure Playground Building	ROOF SURVEY	2,500
Mens Bathing Changing Enclosure	SEWAGE PUMP REPLACEMENT	25,000
Mens Bathing Lifeguards Hut	ROOF REPLACEMENT	3,000
Mens Bathing Lifeguards Hut	ELECTRIC & WATER HEATER REPLACEMENT	1,500
General	VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	3,500
Toilet Block, Incl. Mess Room	SEWAGE PUMP & TANK REPLACEMENT	25,000
1 Sheppard Cottage	ROOF REPLACEMENT	15,000
2 Sheppard Cottage	ROOF REPLACEMENT	15,000
Highgate Ponds	ROOF REPLACEMENT	5,000
1 Sheppard Cottage	BOILER REPLACEMENT	5,000
The Lodge	RADIATOR REPLACEMENT	5,000
1 Coronation Cottage	ROOF REPLACEMENT	14,500
2 Coronation Cottage	ROOF REPLACEMENT	16,500
Parliament Hill Fields	HOT WATER BOILER REPLACEMENT SINKS	8,500
Parliament Hill Fields	UNDERGROUND FUEL TANK REPLACEMENT - STAFF YARD COMPLEX	72,000
General/Infrastructure	FOOTPATH OVERHAUL	40,000
General	PATH RESURFACING	25,000
General	FOOTPATH RESURFACING	30,000

General	SCORER'S HUT REFURBISHMENT	10,000
General/Infrastructure	FENCING OVERHAUL	30,000
General/Infrastructure	LODGE GARDEN PAVING & FENCING OVERHAUL	3,500
Heathfield House Complex	DRAINAGE OVERHAUL	30,000
General	SURVEY - GENERAL	7,000
Mens Bathing Life Buoys	LIGHTING REPLACEMENT	3,000
General	FENCING OVERHAUL & DECORATIONS	5,000
General Infrastructure	MAIN WATER SUPPLY PIPEWORK REPLACEMENT	20,000
General	FENCING REPLACEMENT & DECORATION	7,000
The Lodge	RAINWATER GOODS OVERHAUL	1,500
1 Hornbeam Cottage	RAINWATER GOODS REPLACEMENT	3,000
2 Coronation Cottage	KITCHEN REFURBISHMENT	15,000
1 Sheppard Cottage	KITCHEN REFURBISHMENT	7,000
1 Sheppard Cottage	RAINWATER GOODS REPLACEMENT	3,000
Golders Hill Park	WATER MAINS AND DRAINS REPLACEMENT	12,000
Highgate Ponds	DRAINAGE OVERHAUL	50,000
Mens Bathing Life Buoys	FLOORING REPLACEMENT	6,000
Millfield Lane Toilets	FLOORING REPLACEMENT	7,000
Equipment Store, Highgate Wood	LANDLORDS LIGHTING & POWER REWIRE	1,500
1 Sheppard Cottage	TIMBER TREATMENT	3,000
Mens Bathing Changing Enclosure	EXTERNAL & INTERNAL DECORATIONS	15,000
Mens Bathing Lifeguards Hut	EXTERNAL & INTERNAL DECORATIONS	3,500
Mens Bathing Pond Toilets	EXTERNAL DECORATIONS	3,000
Mixed Bathing Pond Complex	EXTERNAL DECORATIONS	8,500
General	CORPORATE IMAGE BOARDS REPLACEMENT	6,000
The Pavilion	EXTERNAL DECORATIONS	5,000
Equipment Store, Highgate Wood	EXTERNAL DECORATIONS	3,500
1 Hornbeam Cottage	EXTERNAL DECORATIONS	7,000
1 Coronation Cottage	EXTERNAL DECORATIONS	4,000
2 Coronation Cottage	EXTERNAL DECORATIONS	4,000
1 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
2 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
Mens Bathing Life Buoys	INTERNAL DECORATIONS	3,500

Mens Bathing Pond Toilets	INTERNAL DECORATIONS	1,500
Mixed Bathing Pond Complex	INTERNAL DECORATIONS	1,500
The Pavilion	INTERNAL DECORATIONS (EXCLUDES CAFE)	5,000
Hill Garden 'The Shelter'	STONE STAIRCASE TO SHELTER OVERHAUL	20,000
Nursery Cottage	SECURITY ALARM REPLACEMENT	6,000
General	FENCING OVERHAUL & REDECORATIONS	25,000
Bothy Building	RAINWATER GOODS REPLACEMENT	3,000
Kenwood Yard	LIGHTING REPLACEMENT	6,000
General	KENWOOD NURSERY - WALL REPAIRS	30,000
Bothy Building	STONE COPINGS REPLACEMENT	15,000
Constabulary Building	CCTV REPLACEMENT	15,000
Handyman's Workshop and Stores	EXTERNAL DECORATIONS	6,000
Ladies Bathing Pond Building	EXTERNAL DECORATION	15,000
General	GATES DECORATION	5,000
Lido Buildings Complex	DECORATIONS (LIDO)	15,000
Heathfield House Complex	RADIATORS REPLACEMENT	15,000
Meadow Lodge	RADIATORS REPLACEMENT	3,000
Lido Buildings Complex	BOOSTER SET REPLACEMENT (POOLSIDE)	5,000
One O'Clock Club Building	ROOF SURVEY	2,500
Hill Garden 'The Shelter'	WALLS RENDERING & REDECORATION	15,000
Staff Yard and Changing Rooms	PUMPING STATION SURFACE WATER PUMPS REPLACEMENT	15,000
Mess Room and Stores	ELECTRIC STORAGE HEATING REPLACEMENT	3,000
General	PATH RESURFACING	25,000
Bowling Green Mens Pavilion	PAVING OVERHAUL	3,500
Traditional Playground Building	RETAINING WALL OVERHAUL	15,000
General	FOOTPATH RESURFACING	15,000
Meadow Lodge	KITCHEN REFURBISHMENT	7,000
Tennis Courts and 3 Shelters	FENCING OVERHAUL & REPLACEMENT	15,000
Lido Buildings Complex	FENCE OVERHAUL	2,000
One O'Clock Club Building	FENCING REPLACEMENT	15,000

One O'Clock Club Building	EMERGENCY LIGHTING REPLACEMENT	5,000
One O'Clock Club Building	LIGHTING REPLACEMENT	5,000
Adventure Playground Building	LIGHTING REPLACEMENT	5,000
Athletics' Track Pavilion Complex	FENCING DECORATION	10,000
Football Changing Rooms & RSPB Project Centre "The Hive"	FENCING REPLACEMENT	3,500
General	FENCING OVERHAUL	7,000
Staff Yard and Changing Rooms	RAINWATER GOODS OVERHAUL	15,000
Cafeteria & Park Office	TOILET REFURBISHMENT (PARK OFFICE)	3,000
The Lodge, Kingswood Avenue	KITCHEN REFURBISHMENT	20,000
The Lodge, Kingswood Avenue	RAINWATER GOODS REPLACEMENT	2,500
Staff Yard Building Complex	LIGHTING & SMALL POWER REPLACEMENT	30,000
Staff Yard Building Complex	CCTV REPLACEMENT	15,000
Staff Yard Building Complex	ROLLER SHUTTERS REPLACEMENT	15,000
Meadow Lodge	LANDLORDS LIGHTING & POWER REWIRE	20,000
Cafeteria	ROLLER SHUTTER OVERHAUL	3,500
PH-Bandstand	LANDLORDS LIGHTING & POWER REWIRE	3,000
Lido Buildings Complex	PERIMETER WALL REPOINTING OVERHAUL	7,000
Lido Buildings Complex	LANDLORDS LIGHTING & POWER REWIRE	30,000
One O'Clock Club Building	WINDOWS & DOORS OVERHAUL	6,000
One O'Clock Club Building	CCTV REPLACEMENT	5,000
One O'Clock Club Building	LANDLORDS LIGHTING & POWER REWIRE	7,000
Traditional Playground Building	WINDOWS OVERHAUL	6,000
Traditional Playground Building	CCTV REPLACEMENT	5,000
Athletics' Track Pavilion Complex	FIRST AID HUT FLOORING REPLACEMENT	3,000
Athletics' Track Pavilion Complex	CCTV REPLACEMENT	20,000
Staff Yard and Changing Rooms	WINDOWS REPLACEMENT (BOTHY-HEATH EXTENSION)	6,000

Public Toilets and Store	ROLLER SHUTTERS OVERHAUL	2,000
Bandstand, Queens Park	LANDLORDS LIGHTING & POWER REWIRE	1,500
The Lodge, Kingswood Avenue	WINDOWS REPLACEMENT	20,000
Queen`s Park	BANDSTAND - FLOORING REPLACEMENT	6,000
One O'Clock Club Building	TOILET REFURBISHMENT	25,000
Adventure Playground Building	TOILET REFURBISHMENT	25,000
Athletics' Track Pavilion Complex	FIRST AID HUT EXTERNAL DECORATIONS	3,500
Athletics' Track Pavilion Complex	GARAGE STORE LIGHTING REPLACEMENT	1,500
Staff Yard Building Complex	TOILET REFUBISHMENT (STAFF BOTHY & OFFICES)	15,000
Athletics' Track Pavilion Complex	EXTERNAL DECORATIONS	7,000
Athletics' Track Pavilion Complex	FIRST AID HUT INTERNAL DECORATIONS	1,500
Staff Yard and Changing Rooms	EXTERNAL DECORATIONS	7,000
General	CORPORATE IMAGE BOARDS DECORATION	3,000
Staff Yard Building Complex	INTERNAL DECORATIONS	15,000
Athletics' Track Pavilion Complex	GARAGE STORE EXTERNAL DECORATIONS	2,000
Staff Yard and Changing Rooms	INTERNAL DECORATIONS	50,500
Staff Yard and Changing Rooms	INTERNAL DECORATIONS	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - BRICKWORK OVERHAUL & SURVEY	60,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - ENGINEER TO MONITOR TIMBER STRUCTURES	5,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - FENCING & RAILINGS OVERHAUL	25,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - HEALTH & SAFETY WORKS CONTINGENCY	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - PAVING OVERHAUL	25,000

Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - REPOINTING	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - SECTION 1 GROUND LEVEL WALKWAY OVERHAUL	30,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STAIRCASE OVERHAUL	30,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STRENGTHENING WORKS	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA SURVEY & STORES OVERHAUL	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	STORE - DECORATIONS TO BELVEDERE STRUCTURE ENTRANCE & LOBBY	5,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	TARMAC PATH TO BELVEDERE AREA SURVEY & OVERHAUL	75,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	HILL GARDEN BOUNDARY WALL OVERHAUL	15,000
Kenwood Yard	SEWAGE PUMPING STATION REPLACEMENT	25,000
General	SURVEY - DRAINAGE	15,000
Public Toilets	WINDOWS REPLACEMENT	40,000
The Round House East Heath	EXTERNAL DECORATIONS	2,500
General	SIGNS REPLACEMENT	20,000
Hill Garden 'The Shelter'	INTERNAL DECORATIONS	3,500
<b>Total</b>		<b>£2,008,000</b>

This page is intentionally left blank