



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: MONDAY, 12 FEBRUARY 2024

Time: 4.00 pm

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

William Upton KC (Chair)	Caroline Haines (Ex-Officio Member)
Alderman Gregory Jones KC (Deputy Chairman)	Emily Hills, English Heritage
Deputy John Absalom	Michael Hudson
John Beyer	Pauline Lobo, Ramblers' Association
Councillor Marcus Boyland	Deputy Charles Edward Lord
Deputy Timothy Butcher	Wendy Mead
John Foley	Andrew McMurtrie (Ex-Officio Member)
Matthew Frith	Councillor Arjun Mittra, London Borough of Barnet
Jason Groves	Alethea Silk

Enquiries: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic 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.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain items presented for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting

Part 1 - Public Agenda

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

For Decision
(Pages 7 - 14)

 - a) To agree the public minutes and summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 29 November 2023.
(Pages 15 - 22)
4. *** TO NOTE THE MINUTES OF THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE MEETING HELD 15 JANUARY 2024 (TO FOLLOW)**

For Information
5. **DIRECTOR'S REPORT**

Director of Natural Environment to be heard.

For Discussion
6. **ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

For Discussion
(Pages 23 - 30)
7. **REVIEW OF THE 2023 EVENTS PROGRAMME & PROVISIONAL EVENTS PLANNED FOR THE 2024 PROGRAMME**

Report of the Executive Director, Environment.

For Decision
(Pages 31 - 70)
8. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment

For Decision
(Pages 71 - 84)

9. **RENEWAL OF PARTNERSHIP AGREEMENT WITH HEATH HANDS**
Report of the Executive Director, Environment.
- For Discussion**
(Pages 85 - 88)
10. ***HAMPSTEAD HEATH CONSTABULARY UPDATE**
Report of the Executive Director, Environment.
- For Information**
(Pages 89 - 114)
11. *** OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER) 2023/24 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**
Report of the Chamberlain.
- For Information**
(Pages 115 - 138)
12. *** CURRENT STRUCTURE OF NORTH LONDON OPEN SPACES**
Report of the Executive Director, Environment.
- For Information**
(Pages 139 - 144)
13. ***DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 – ENVIRONMENT DEPARTMENT**
Report of the Executive Director, Environment.
- For Information**
(Pages 145 - 160)
14. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER) 2023/24**
Report of the Chamberlain.
- For Information**
(Pages 161 - 184)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Part 2 - Non-Public Agenda

17. **EXCLUSION OF THE PUBLIC**

MOTION: The following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

For Decision

18. *** CARBON REMOVALS (CLIMATE ACTION) PROJECT RESCOPING REAPPROVAL (JANUARY 2024)**

Joint report the Executive Director Environment and Executive Director of Innovation & Growth.

For Information
(Pages 185 - 194)

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

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

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE Wednesday, 29 November 2023

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 29 November 2023 at 4.00 pm

Present

Members:

William Upton KC (Chair)
Alderman Gregory Jones KC (Deputy Chairman)
John Beyer
Deputy Timothy Butcher
John Foley
Jason Groves
Caroline Haines (Ex-Officio Member)
Michael Hudson
Pauline Lobo
Wendy Mead

Officers:

Nathan Adjei	- Environment Department
Sadaf Anwar	- Comptroller and City Solicitor's Department
Emily Brennan	- Environment Department
Julie Fittock	- City Surveyor's Department
Clem Harcourt	- Chamberlain's Department
Joanna Hill	- Environment Department
Jack Joslin	- Bridge House Estates
William LoSasso	- Environment Department
Paul Maskell	- Environment Department
Jonathan Meares	- Environment Department
Bob Roberts	- Environment Department
Blair Stringman	- Town Clerk's Department
Charlotte Williams	- Environment Department
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Councillor Arjun Mittra, Deputy Edward Lord and Alethea Silk.

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

There were no declarations.

3. MINUTES

3.1 **To agree the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 17 July 2023**

RESOLVED – That, the public and non-public summary of the minutes of the meeting held on 17 July 2023 be agreed as a correct record.

3.2 ***To note the minutes of the Hampstead Heath Consultative Committee meeting held on 30 October 2023**

RESOLVED – That, the minutes be noted.

3.3 ***To note the Queen's Park Consultative Group Minutes held on 7 November 2023**

RESOLVED – That, the minutes be noted.

3.4 ***To note the Highgate Wood Consultative Group Minutes held on 13 November 2023**

RESOLVED – That, the minutes be noted.

4. **TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk, concerning the approval of the Terms of Reference of the Committee.

Members noted that for the current civic year five management committee meetings had been scheduled. However, it was suggested that moving back to four would be better from a scheduling perspective. Following discussion the Town Clerk agreed to take Members feedback on the scheduling and number of meetings back to the next meeting.

RESOLVED – That, the terms of reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee, subject to any comments, be approved for submission to the Court of Common Council in April, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

5. **APPOINTMENT OF THE MEMBER OF HEATH HANDS TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

The Committee considered a report of the Town Clerk, concerning the appointment of a new external Members of the Hampstead Heath Consultative Committee.

RESOLVED – That, Rachel Chapman, nominated by Heath Hands, be appointed as a Member of the Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

6. **DIRECTOR'S UPDATE**

The Committee received a verbal update of the Natural Environment Director.

The Natural Environment Director covered several topics in the meeting, including a staffing update, operational property review, and natural capital

audit. The key highlights include welcoming the Superintendent and acknowledging the contributions of interim leadership. Additionally, the new Head of Operations, and, new Assistant Director for Charities and Commercials, were introduced.

In terms of recruitment, it was noted that progress has been made, with 28 staff recently appointed, and further recruitments in progress. Discussion then moved to the natural environment, vision, mission, and strategies development. The Natural Environment Director informed the Committee that the focus was on creating a shared vision and mission for the division, with proposed themes including nature conservation, community engagement, access and recreation, and culture, heritage, and learning. Members noted that the draft would be presented to the Natural Environment Board for approval in January, with a goal of wider dissemination thereafter.

In response to a question raised by a Member, officers noted that the update on leadership for North London Open Spaces indicated that about 90% of the roles had been filled, with one key position remaining. Members were informed that the recruitment process had seen significant progress, and most staff teams were in place or undergoing training and induction. It was noted that efforts were being made to implement a robust training and induction program, including general corporation training and tailored sessions for the North London Open Spaces teams.

RESOLVED – That, the update be noted.

7. **ASSISTANT DIRECTOR'S UPDATE**

The Committee received an update of the Assistant Director, North London Open Spaces, concerning matters relating to Hampstead Heath since June 2023.

During the committee meeting, several updates were discussed, encompassing diverse aspects of Hampstead Heath's restoration project. The committee outlined plans for the soft launch of the refurbished athletic track on December 12th, pending approval and fencing removal, with a more extensive event scheduled for Spring. Notably, collaboration with Highgate Harriers and efforts to involve the Lord Mayor were discussed. Operational readiness for the track, including handling applications and managing events, was also addressed.

Progress on the Ponds Improvement Works, though facing delays, was reported, with discussion on potential events for the project's completion. The importance of publicising world-class facilities for both athletes and the community were highlighted, suggesting involvement of a celebrity athlete for the opening. Acknowledgments were also extended to the City of London for its investment, and concerns regarding public awareness of costs for free facility usage prompted suggestions for graphic representation.

Members expressed gratitude for the support and assistance provided by colleagues. They acknowledged the invaluable help in familiarising themselves with the activities in Hampstead Heath, Highgate Wood, and Queen's Park over

the past three months. The committee extended thanks for the uninterrupted service and assistance during the transition between teams, especially considering an unusual summer.

A certificate of commendation was presented to the Committee for former colleague, Declan Gallagher, for his outstanding work in the City of London Corporation Environment Department, maintaining high standards in caring for open spaces in north London. The certificate highlighted his dedication, professionalism, positive attitude, extensive experience, kindness, generosity, and sense of humour. Members expressed sadness at his departure and emphasised cherishing his memory.

RESOLVED – That, the update be noted.

8. **HAMPSTEAD HEATH CONSTABULARY UPDATE**

The Committee considered a report of the Interim Executive Director, Environment, concerning an update on the Hampstead Heath Constabulary and its restructure as part of the new TOM process.

Members discussed various aspects of the Constabulary, including decisions pertaining to team structure, collaboration with Parkguard, and sought clarification on the Constabulary's role in addressing crime on the Heath. The discussion also touched upon the Constabulary's relationships with both the City of London Police and the Metropolitan Police. Notably, concerns raised by local residents were highlighted, particularly regarding similar uniforms and the potential confusion among the public and park visitors about the constabulary's role and authority. Members also voiced concerns about the lack of patrols and enforcement.

The acting Sergeant of the Constabulary provided details about the relationship with the Metropolitan Police including the frequency of meetings with specific officers at the Metropolitan Police, exchange of information and the provision of equipment and training.

Members discussed concerns about similar uniforms and potential reputational risks for the City of London Corporation. It was agreed that a report outlining the role and powers of the Constabulary and its relationships with both police forces be presented to the next Committee meeting.

RESOLVED – That, Members approved the proposal to revise the Hampstead Heath Constabulary Target Operational Model (TOM) restructure and agreed to revisit the role of the Constabulary at the next meeting.

9. **PARLIAMENT HILL MASTERPLAN PROPOSAL PUBLIC CONSULTATION**

The Committee received a report of the Interim Executive Director, Environment, concerning an update on the public consultation carried out in July on proposals for the Parliament Hill Masterplan.

The Committee discussed the near completion of the Hampstead Heath athletics track project, emphasising a commitment to enhancing services. They

reviewed public feedback from a recent consultation on potential improvement projects, aiming to refine proposals based on community input. Immediate steps include reviewing supportive comments on Parliament Hill facilities and seeking additional input from the Consultative Committee, involving local stakeholders. Members were informed that no decision was sought at this point, highlighting the need for more time to incorporate community feedback. Officers acknowledged the change in the initial expectation of seeking approval and welcomed additional comments or questions. David McAlpine from consulting firm MTW was present to receive comments.

RESOLVED – That, the report be noted.

10. **NATURAL ENVIRONMENT CHARITY REVIEW - UPDATE**

The Committee received a verbal update of the Head of Corporate Charities Funding Unit concerning the Natural Environment Charity Review.

The Committee received an update on the Natural Charity Review with the Head of Corporate Charities, providing insights. It was noted that the focus was on scoping, document compilation, local legislation, and addressing funding challenges. Key issues for the review included funding models, revenue, fundraising difficulties, and an ongoing asset review. The Head of Corporate Charities outlined plans for a substantive report at the next meeting, seeking to continue the review next year with an implementation phase.

RESOLVED - That, the update be noted.

11. **RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Interim Executive Director, Environment, concerning the Hampstead Heath, Highgate Wood and Queen's Park Committee risk management procedures in place within the Environment Department and its Natural Environment Division.

The committee discussed addressing concerns related to building maintenance and equipment, with actions outlined to reduce risks by the end of the next year. Members noted the need for financial support and collaboration with the Resource Allocation Sub-Committee to allocate resources effectively. The committee expressed satisfaction with the report, acknowledging the ongoing efforts to manage risks.

RESOLVED – That, Members confirm, on behalf of the City Corporation as trustee, that the registers appended to the report satisfactorily set out the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

12. ***BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-SEPTEMBER 2023)**

The Committee received a report of the Interim Executive Director, Environment, concerning an update on progress against the Environment Department's high-level Business Plan 2023/24.

RESOLVED – That, the report be noted.

13. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL - SEPTEMBER) 2023/24 – HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

The Committee received a report of the Chamberlain, concerning an update on the operational finance position as of period 6 (April – September) 2023/24 for local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position.

Officers provided an update on local and central risk budget performance, projecting an underspend of £468,000 on the Committee's local risk budget for 2023/24 as of September 2023. Discussion was raised on the report which included outstanding debts, charity reserve funds, and the deficit funding model. Members requested a regular financial update and a deeper understanding of the impact of external funding on the budget.

RESOLVED – That, the report be noted.

14. **REVENUE AND CAPITAL BUDGETS 2024/25**

The Committee considered a joint report of the Chamberlain and Interim Executive Director, Environment concerning approval of the revenue and capital budgets for the Hampstead Heath, Highgate Wood and Queen's Park Committee for 2024/25, for subsequent submission to the Finance Committee.

Members discussed several key points regarding the budget. In the Budget Overview, it was highlighted that the proposed net expenditure budget for 24/25 was £5.356 million, reflecting a reduction of £277,000 compared to the previous year's original budget. The total local risk resource base for 24/25 was £5.295 million net expenditure, accounting for inflation and other factors. In response to a question raised by a Member, officers noted that the budget intricately included pay award adjustments, staffing budget transfers, and central risk items, such as income from the Hampstead Heath Trust. The distinction between local risk, central risk, and recharge budgets was clarified, and concerns were expressed regarding understanding Hampstead Heath's budget within the overall context.

In relation to the recommendations, Members agreed that recommendation iv as outlined in the report be amended to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman and not the Chamberlain.

RESOLVED – That Members,

- a) Note the latest revenue budget for your Committee for 2023/24;
- b) Review and approve the Committee's proposed revenue budget for 2024/25 for submission to Finance Committee
- c) Review and approve the Committee's capital and supplementary revenue project budgets for 2024/25 for submission to Finance Committee.

- d) Agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

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

There were no questions.

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

There was no other urgent business.

17. **EXCLUSION OF THE PUBLIC**

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

18. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 17 July 2023 be agreed as a correct record.

19. ***REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk.

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

There were no questions.

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

There was no other urgent business.

22. **MINUTES**

RESOLVED – That, the confidential minutes of the meeting held on 17 July 2023 be agreed as a correct record.

The meeting ended at 7.22pm

Chairman

Contact Officer: Blair Stringman
blair.stringman@cityoflondon.gov.uk

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Wednesday, 29 November 2023**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 29 November 2023 at 4.00 pm

Present

Members:

William Upton KC (Chair)
Alderman Gregory Jones KC (Deputy Chairman)
John Beyer
Deputy Timothy Butcher
John Foley
Jason Groves
Caroline Haines (Ex-Officio Member)
Michael Hudson
Pauline Lobo
Wendy Mead

Officers:

Nathan Adjei	- Environment Department
Sadaf Anwar	- Comptroller and City Solicitor's Department
Emily Brennan	- Environment Department
Julie Fittock	- City Surveyor's Department
Clem Harcourt	- Chamberlain's Department
Joanna Hill	- Environment Department
Jack Joslin	- Bridge House Estates
William LoSasso	- Environment Department
Paul Maskell	- Environment Department
Jonathan Meares	- Environment Department
Bob Roberts	- Environment Department
Blair Stringman	- Town Clerk's Department
Charlotte Williams	- Environment Department
Edward Wood	- Comptroller and City Solicitor's Department

1. APOLOGIES

Apologies were received from Councillor Arjun Mittra, Deputy Edward Lord and Alethea Silk.

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

There were no declarations.

3. MINUTES

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RESOLVED – That, the minutes be noted.

3.3 ***To note the Queen's Park Consultative Group Minutes held on 7 November 2023**

RESOLVED – That, the minutes be noted.

3.4 ***To note the Highgate Wood Consultative Group Minutes held on 13 November 2023**

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4. **TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk, concerning the approval of the Terms of Reference of the Committee.

Members noted that for the current civic year five management committee meetings had been scheduled. However, it was suggested that moving back to four would be better from a scheduling perspective. Following discussion the Town Clerk agreed to take Members feedback on the scheduling and number of meetings back to the next meeting.

RESOLVED – That, the terms of reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee, subject to any comments, be approved for submission to the Court of Common Council in April, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

5. **APPOINTMENT OF THE MEMBER OF HEATH HANDS TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

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RESOLVED – That, Rachel Chapman, nominated by Heath Hands, be appointed as a Member of the Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

6. **DIRECTOR'S UPDATE**

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RESOLVED – That, the update be noted.

7. **ASSISTANT DIRECTOR'S UPDATE**

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During the committee meeting, several updates were discussed, encompassing diverse aspects of Hampstead Heath's restoration project. The committee outlined plans for the soft launch of the refurbished athletic track on December 12th, pending approval and fencing removal, with a more extensive event scheduled for Spring. Notably, collaboration with Highgate Harriers and efforts to involve the Lord Mayor were discussed. Operational readiness for the track, including handling applications and managing events, was also addressed.

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Members expressed gratitude for the support and assistance provided by colleagues. They acknowledged the invaluable help in familiarising themselves with the activities in Hampstead Heath, Highgate Wood, and Queen's Park over

the past three months. The committee extended thanks for the uninterrupted service and assistance during the transition between teams, especially considering an unusual summer.

A certificate of commendation was presented to the Committee for former colleague, Declan Gallagher, for his outstanding work in the City of London Corporation Environment Department, maintaining high standards in caring for open spaces in north London. The certificate highlighted his dedication, professionalism, positive attitude, extensive experience, kindness, generosity, and sense of humour. Members expressed sadness at his departure and emphasised cherishing his memory.

RESOLVED – That, the update be noted.

8. **HAMPSTEAD HEATH CONSTABULARY UPDATE**

The Committee considered a report of the Interim Executive Director, Environment, concerning an update on the Hampstead Heath Constabulary and its restructure as part of the new TOM process.

Members discussed various aspects of the Constabulary, including decisions pertaining to team structure, collaboration with Parkguard, and sought clarification on the Constabulary's role in addressing crime on the Heath. The discussion also touched upon the Constabulary's relationships with both the City of London Police and the Metropolitan Police. Notably, concerns raised by local residents were highlighted, particularly regarding similar uniforms and the potential confusion among the public and park visitors about the constabulary's role and authority. Members also voiced concerns about the lack of patrols and enforcement.

The acting Sergeant of the Constabulary provided details about the relationship with the Metropolitan Police including the frequency of meetings with specific officers at the Metropolitan Police, exchange of information and the provision of equipment and training.

Members discussed concerns about similar uniforms and potential reputational risks for the City of London Corporation. It was agreed that a report outlining the role and powers of the Constabulary and its relationships with both police forces be presented to the next Committee meeting.

RESOLVED – That, Members approved the proposal to revise the Hampstead Heath Constabulary Target Operational Model (TOM) restructure and agreed to revisit the role of the Constabulary at the next meeting.

9. **PARLIAMENT HILL MASTERPLAN PROPOSAL PUBLIC CONSULTATION**

The Committee received a report of the Interim Executive Director, Environment, concerning an update on the public consultation carried out in July on proposals for the Parliament Hill Masterplan.

The Committee discussed the near completion of the Hampstead Heath athletics track project, emphasising a commitment to enhancing services. They

reviewed public feedback from a recent consultation on potential improvement projects, aiming to refine proposals based on community input. Immediate steps include reviewing supportive comments on Parliament Hill facilities and seeking additional input from the Consultative Committee, involving local stakeholders. Members were informed that no decision was sought at this point, highlighting the need for more time to incorporate community feedback. Officers acknowledged the change in the initial expectation of seeking approval and welcomed additional comments or questions. David McAlpine from consulting firm MTW was present to receive comments.

RESOLVED – That, the report be noted.

10. **NATURAL ENVIRONMENT CHARITY REVIEW - UPDATE**

The Committee received a verbal update of the Head of Corporate Charities Funding Unit concerning the Natural Environment Charity Review.

The Committee received an update on the Natural Charity Review with the Head of Corporate Charities, providing insights. It was noted that the focus was on scoping, document compilation, local legislation, and addressing funding challenges. Key issues for the review included funding models, revenue, fundraising difficulties, and an ongoing asset review. The Head of Corporate Charities outlined plans for a substantive report at the next meeting, seeking to continue the review next year with an implementation phase.

RESOLVED - That, the update be noted.

11. **RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Interim Executive Director, Environment, concerning the Hampstead Heath, Highgate Wood and Queen's Park Committee risk management procedures in place within the Environment Department and its Natural Environment Division.

The committee discussed addressing concerns related to building maintenance and equipment, with actions outlined to reduce risks by the end of the next year. Members noted the need for financial support and collaboration with the Resource Allocation Sub-Committee to allocate resources effectively. The committee expressed satisfaction with the report, acknowledging the ongoing efforts to manage risks.

RESOLVED – That, Members confirm, on behalf of the City Corporation as trustee, that the registers appended to the report satisfactorily set out the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

12. ***BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-SEPTEMBER 2023)**

The Committee received a report of the Interim Executive Director, Environment, concerning an update on progress against the Environment Department's high-level Business Plan 2023/24.

RESOLVED – That, the report be noted.

13. ***OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL - SEPTEMBER) 2023/24 – HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

The Committee received a report of the Chamberlain, concerning an update on the operational finance position as of period 6 (April – September) 2023/24 for local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position.

Officers provided an update on local and central risk budget performance, projecting an underspend of £468,000 on the Committee's local risk budget for 2023/24 as of September 2023. Discussion was raised on the report which included outstanding debts, charity reserve funds, and the deficit funding model. Members requested a regular financial update and a deeper understanding of the impact of external funding on the budget.

RESOLVED – That, the report be noted.

14. **REVENUE AND CAPITAL BUDGETS 2024/25**

The Committee considered a joint report of the Chamberlain and Interim Executive Director, Environment concerning approval of the revenue and capital budgets for the Hampstead Heath, Highgate Wood and Queen's Park Committee for 2024/25, for subsequent submission to the Finance Committee.

Members discussed several key points regarding the budget. In the Budget Overview, it was highlighted that the proposed net expenditure budget for 24/25 was £5.356 million, reflecting a reduction of £277,000 compared to the previous year's original budget. The total local risk resource base for 24/25 was £5.295 million net expenditure, accounting for inflation and other factors. In response to a question raised by a Member, officers noted that the budget intricately included pay award adjustments, staffing budget transfers, and central risk items, such as income from the Hampstead Heath Trust. The distinction between local risk, central risk, and recharge budgets was clarified, and concerns were expressed regarding understanding Hampstead Heath's budget within the overall context.

In relation to the recommendations, Members agreed that recommendation iv as outlined in the report be amended to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman and not the Chamberlain.

RESOLVED – That Members,

- a) Note the latest revenue budget for your Committee for 2023/24;
- b) Review and approve the Committee's proposed revenue budget for 2024/25 for submission to Finance Committee
- c) Review and approve the Committee's capital and supplementary revenue project budgets for 2024/25 for submission to Finance Committee.

- d) Agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

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

There were no questions.

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

There was no other urgent business.

17. **EXCLUSION OF THE PUBLIC**

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

18. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 17 July 2023 be agreed as a correct record.

19. ***REPORT OF ACTION TAKEN**

The Committee received a report of the Town Clerk.

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

There were no questions.

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

There was no other urgent business.

22. **MINUTES**

RESOLVED – That, the confidential minutes of the meeting held on 17 July 2023 be agreed as a correct record.

The meeting ended at 7.22pm

Chairman

Contact Officer: Blair Stringman
blair.stringman@cityoflondon.gov.uk

Agenda Item 6

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Date(s): 12 February 2024
Subject: Assistant Director's update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 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
Report of: Executive Director, Environment	For Information
Report author: Bill LoSasso, Assistant Director	

Summary

This report provides Members with an update on matters relating to Hampstead Heath, Highgate Wood, and Queen's Park since the last Committee meeting on 29 November 2023.

Recommendation

Members are asked to:

- Note the content of the report

Main Report

Projects

1. Ponds Access Project

The City Surveyor's Department has acknowledged the challenges faced during the project. The original practical completion date was 21 August, however, the project has encountered issues such as ground conditions, additional drainage works, structural design issues and fabrication issues relating to the jetty structure and mesh platform. The remaining works are limited to snags at the Ladies Pond, and steel grating installation and sliding door installation at the Mixed and Men's Ponds. The contractors left site on 20 December 2023 and returned in January 2024, with the project completion date anticipated to be mid-February 2024.

A new fence will replace the hedge that was removed by the contractors to gain access to the Mixed Pond, and a new metal security shed to house tools and equipment and the new hoist. A new internal security gate with associated fencing at the Men's Pond to prevent access and anti-social behaviour out of hours will also be installed.

A project on a page summary has been prepared in relation to the Ponds Project (Appendix 1).

2. Athletics track refurbishment

The Parliament Hill athletics track project, which included the resurfacing of 8-lanes, track lining and new LED floodlights (full replacement of the existing lights), was completed in November 2023. Testing and commissioning, which included the lighting, levels and measurement surveys, took place the week commencing 20 November 2023. Once all the reports have been received, certification of the track from TrackMark will be gained.

The final inspection took place on 27 November 2023 with the City of London and contractor. The Operations and Maintenance Manual is now being finalised. The track was opened by our Chair, William Upton, on 12 December 2023 for the Highgate Harriers to use for the first time. Positive feedback was received and Athletics Weekly publicised the new track being open. A world-class facility has been created and the track will hold the 'Night of the 10K Personal Bests' in May 2024, which will host the 10,000m Olympic Trials, enabling personal bests and official times. The track will also offer opportunities for increased youth activity and wider community participation. A formal opening event is being planned for the spring.

3. Heath Extension playground

The City of London Corporation has received funding through the Just Giving campaign, the Hampstead Garden Suburb Residents Association, and a private donor for the Heath Extension Playground. The Corporation is very grateful for all the generous donations and was successful in raising all the required funding to instruct the contractors to install the two new pieces of playground equipment and a new willow structure. Theories Landscape undertook the work the week commencing 8th January 2024 and the work has been completed.

Constabulary

4. A separate report entitled "Hampstead Heath Constabulary Update" has been submitted with the papers for this Committee.

Nature Conservation, Ecology, and Trees

5. The Conservation Team have been carrying out coppicing operations below the Vale of Health Pond. This habitat compartment has its own 2014 management plan, focusing on the cyclical management of the wet woodland and other vegetation that

grows along the Fleet Stream between the Vale of Health and the Catch Pit, above the Mixed Pond. Keeping the tree cover controlled encourages a number of species associated with wet woodland, including three species of wetland rove beetles, a number of bird species including wood cocks and water rail, and many mosses and bryophytes. Wet woodland is becoming increasingly rare in the UK and has become a priority habitat. This section of the Fleet River is the only remaining site in London where the famous river can be seen in its semi-natural state before it continues its culverted route down to the Thames.

Playgrounds

6. All the playgrounds across Hampstead Heath have been inspected and reports have been generated with actions that need to be undertaken to ensure compliance. The Head of Operations and Parks has set up a playgrounds subgroup to discuss the inspections, general observations and ensure staff have the appropriate training. A Best Practice Guidance on design, creation, installation and maintenance of playgrounds will then be produced to ensure consistency with playgrounds across the North London Open Spaces.

Golders Hill Park

7. Extensive work continues to be carried out across the park, focusing on horticulture, the grounds, sports facilities, the Pergola and Hill Garden with the help of Heath Hands volunteers, and at the zoo.
8. Work has been carried out at the children's playground and the sandpit play area is currently closed to the public whilst the team carry out renovation works to the sleeper edging, which retains the sand. The area will reopen to the public in the spring.
9. Structural engineers have carried out a detailed survey of the Pergola and issued a report highlighting where works need to be carried out. The eastern section of the colonnade at the Pergola remains closed to the public due to safety concerns with the stone columns. A site meeting occurred in early January 2024 with the City Surveyors to update local teams on future work.
10. The cricket nets on the Heath Extension have not yet been relocated. The City of London Corporation is working with the City Surveyors, England and Wales Cricket Board, and the London Borough of Barnet to secure funding and to gain planning permission. There is no exact timeline for delivering this project, as we need to secure the financial support for this proposal first.
11. The zoo licence inspection was passed without any issues. Four red deer were added to the collection this year, which provides a historical link, as red deer were the first animals to be kept in the park in 1905. The Corporation has continued to work with the marketing company on the zoo's identity. A new logo recently went live, and work is underway with the branding to update the interpretation around the zoo. The zoo has recently launched its new social media channels to update supporters and to promote the work carried out (@GoldersHillParkZoo on Instagram,

@GoldershillParkZoo on Facebook, @GHPZoo on Twitter/X). A Just Giving page has also been set up to aid donations. The experiences are almost ready to go live. Several trial sessions were run, which were all well received, and very positive feedback was gained, and the booking system is being finalised to ensure a smooth booking experience for visitors.

Events

12. A separate report entitled "Review of the 2023 Events Programme & Provisional Events planned for the 2024 Programme" has been submitted with the papers for this Committee.

Heath Hands

13. A separate report entitled "Heath Hands Partnership Agreement Renewal" has been submitted with the papers for this Committee.

Highgate Wood

14. City Corporation officers continue to work with Friends of Highgate Roman Kiln to support the National Lottery-funded 'Firing London's Imagination' project. This will see the excavated kiln reinstated into Highgate Wood, planned for September 2024. The Corporation has appointed a Heritage Officer to co-ordinate the project's engagement with school and community groups. A social media strategy, website and new Instagram channel have been launched to promote the ongoing work. During winter 23/24, plans will be developed for the refurbishment of the Information Hut in Highgate Wood, where the kiln will be displayed and interpreted. Finally, the restoration process is about to begin on the first century AD Roman Kiln artifact in readiness for its return to Highgate Wood later this year.
15. As part of the Extreme Weather Protocol for Highgate Wood, Hampstead Heath and Queen's Park, the current site closure thresholds have been reviewed by the Tree Team and the senior management team. Highgate Wood is an ancient woodland site, and because of the significant number of veteran status trees, the threshold has been reduced from 40mph to 37mph. The Tree Management Team believe this is a proportionate response to the increased risk associated with the older tree profile of the site. The change was implemented in December 2023.

Queen's Park

16. Work commenced on the Children's Sandpit Redevelopment in October 2023 and has been carried out by Blakedown Landscapes. There have been a few design changes along the way due to the Plane tree located within the centre of the sandpit, which involved relocation of the equipment and raising the sand levels to reduce the excavation damage on the root system. Ivy bees were also present within the area and after taking advice from our ecologist, they have been relocated to a quieter area of the park. NCIL funding has been received from the London Borough of Brent. Completion is planned for the week ending 2 February, and an official opening will be planned to celebrate the project.

17. We will continue the relaxed mowing regime along the Kingswood Avenue side of the park in 2024, with the inclusion of picnic circles cut into the long grass for visitors and pathways cut to access the circles.

Structure of North London Open Spaces

18. A separate report entitled “Current structure of North London Open Spaces” has been submitted with the papers for this Committee.

Financial Implications

19. No implications.

Resource Implications

20. No implications.

Climate Implications

21. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London’s Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

22. No implications.

Risk Implications

23. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

24. No impact.


Security Implications

25. Security implications are monitored and recorded through the Departmental Risk register.




Appendices

1. Ponds project ‘Project on a Page’

Bill LoSasso
Assistant Director (Superintendent)
Natural Environment (North London Open Spaces)
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SWIMMING - Access, Safety & Security	Outcome	Lead	Overall status
	Improved safety, access and security across the three Bathing Ponds.	Richard Chamberlain (C. Surveyors)	

Date of Report: 20 December 2023 **Phase: Construction**

Highlights	Next Steps	Metrics	Status
Page 27 <ul style="list-style-type: none"> Works started on site on 11th April, with a Practical Completion (PC) date of 21st August. Due to additional drainage works, structural design issues and fabrication issues relating to the jetty structure and mesh platform. Progress to date: Ladies Pond – complete apart from snags Mixed – Complete apart from steel grating installation Men’s – Complete apart from steel grating installation and sliding door installation The Contractor has left site as of the 20 December and will return in January to complete the installation of grating and sliding doors, PC anticipated Mid – February (subject to delivery of materials) 	Project Completion – November 2023 Gateway 6 – May 2024	Budget	
	Schedule		
	Risk		

Risks and Issues	Reasons for RAG Status
Key Risks and issues 1. Work sequence & access restrictions 2. Challenges with design, structural requirements and additional drainage works 3. Project Programme overruns	1. RAG status has been re-baselined following delays to programme and potential additional prelim costs 2. Schedule is Red due to the overrun.

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Agenda Item 7

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Date: 12 February 2024
Subject: Review of the 2023 Events Programme & Provisional Events planned for the 2024 Programme	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
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?	
Report of: Executive Director, Environment	For Decision
Report author: Paul Maskell, Events Manager	

Summary

This report details this year's event programme and sets out the provisional 2024 events schedule (Appendix 1).

Recommendation

It is recommended that Members:

- Approve the large and major events proposed as part of the provisional 2024 Events Programme for Hampstead Heath, Highgate Wood, and Queen's Park as set out at Appendix 1.

Main Report

Background

1. The Site-Specific Events Policies (Part 2), set out the framework for making decisions about events across the City of London's Open Spaces.
2. As is current practice, a proposed annual event programme of large and major events will be presented in advance for approval by the Hampstead Heath, Highgate Wood, and Queen's Park Committee in consultation with the Hampstead Heath Consultative Committee for events occurring on Hampstead Heath. Similarly, an annual report reviewing the events programme will be presented to Committee at the end of each year and will include recommendations for the following year.

3. Proposals for events on Hampstead Heath that are received after the annual event programme report to Committee will be assessed by the Officer Event Group and referred to the Assistant Director and/or Committee, as appropriate, in accordance with the thresholds described in Table 1. The Assistant Director may choose to refer any medium or smaller event proposal to the Hampstead Heath, Highgate Wood, and Queen's Park Committee for decision, for example where the proposal is unprecedented or unusual.
4. The Hampstead Heath Consultative Committee will automatically be consulted on any event proposal at Hampstead Heath that is referred to the Hampstead Heath, Highgate Wood, and Queen's Park Committee for decision. The Assistant Director may also choose to consult the Hampstead Heath Consultative Committee on medium and smaller events. Such consultation may be by email or post.
5. 2024 events that have been confirmed have been reviewed for conformance with the events policies.

The 2023 and January 2024 Events Programme

6. This report highlights the success and learning from the 2023 Hampstead Heath Events Programme and sets out the provisional Events Programme for 2024. The 2023 Events Programme consisted of 117 sports, well-being, and music cultural events, which engaged with more than 100,000 members of the public. The 2023 programme allowed Hampstead Heath to showcase its excellent facilities and highlight the charitable contributions of the City of London Corporation to a regional, national, and international audience. At the same time, the events provided excellent entertainment, education, health and well-being opportunities for Heath visitors, an opportunity to attract new visitors, and the chance to foster good partnership working with local councils and community organisations. The Hampstead Heath Events Policy has been approved by the Hampstead Heath, Highgate Wood, and Queen's Park Committee in consultation with the Hampstead Heath Consultative Committee.
7. Traditional Fairs: These took place over the Easter (11-day fair) and August Bank Holiday (5-day fair) weekends. The longer Easter fair was well attended and well managed. Unfortunately, the summer fair was noticeably less well attended with fewer attractions.
8. Kings Coronation (8 May 2023): An event was held in Golders Hill Park in conjunction with the London Borough of Barnet. This included a day-long music programme, stalls, children's workshops, and a light show finale.
9. Race for Life (18 June 2023): This organisation has been holding events on the Heath for over 30 years. The event had around two hundred participants taking part in the race and helping the organisation to raise over £20,000. The

numbers were slightly down on last year. The funds raised go to help to fund life-saving research into the causes, prevention, diagnosis, and treatment of all types of cancer.

10. Affordable Art Fair (AAF): The 11th edition of AAF was attended by over 16,300 visitors (up 3% year on year), and they saw £3.97 million worth of art sales going directly to galleries and their artists. The AAF team make the art fair a welcoming and accessible destination for art lovers with budgets of all sizes. Partnering and supporting the arts is equally important, and this year they gave £52,086 of in-kind and cash donations to charity / social enterprises, in particular Koestler Arts and Camden Black Creatives. We continue to explore the use of the AAF structure for a second event, as the main risk of AAF continues to be increasing tent infrastructure costs, in the region of £475,000 which impacts on the bottom line.
11. Night of the 10k Personal Bests (20 May 2023): We welcomed record athletic performances and record spectator and viewing figures via the BBC. Parliament Hill athletics track now proudly boasts a UK All-Comers Record time. Mizan Adane of Ethiopia ran 10,000 metres in 29 minutes and 59 seconds, which is the 11th fastest time in world history and the fastest time a woman has run this distance on a track in the UK. In the same race, Jess Warner-Judd was crowned British Champion and was selected to race for Team GB at the forthcoming World Championships. In the men's elite championship, our crowds witness two-time Olympic medallist Paul Chelimo of America run a meeting record of 27 minutes and 12 seconds. And in terms of TV viewing figures, the event was watched by a global audience, from the BBC to European Athletics and British Athletics platforms, with over 50,000 watching live from European Athletics channel alone. The 2023 event was also our most globally cosmopolitan event yet, with elite athletes travelling to Parliament Hill from as far away as New Zealand, Japan, Mexico, Chile, Kenya, USA, Saudi Arabia, Ethiopia, Finland, Norway, Italy, and Greece.
12. Run for your Life (10 June 2023): This timed run is one of our most popular and fun runs on Hampstead Heath, in partnership with the Armory, Jubilee Hall Trust. A total of 237 people aged between 1 and 72 years old took part across the three distances (2k, 5k and 10k). The event is in its 8th year and moved to June for 2023. Jubilee Hall Trust use this event to promote wellness and to show how fun events like this can be. Having a 2k option opens the event up to families and people new to running.
13. The Heath's Leisure & Event's Manager again worked in partnership with the Heath & Hampstead Society to deliver two events:

Kite Flying Festival (2 July)

This event at Parliament Hill was attended by over 1,000 people throughout the day. The kite display began with a huge banner declaring 'WE ♥ OUR HEATH' fluttering high over Parliament Hill starting the day with a fitting sentiment shared by the spectators. For the third consecutive year, the Heath & Hampstead Society was teamed up with the City of London Corporation to invite

The Kite Society of Great Britain to give a display of their amazing kite flying skills on the Heath. Spectators asked for this event (a legacy event from the first one in 2021 to mark the 150th anniversary of the Heath's official creation). As skilful as professional flyers are, they are still at the mercy of wind and weather, and this day there was a peculiar mixture of strong blustery bursts of wind, followed by a complete stillness and absence of even the slightest breeze, which made many planned kite-flying manoeuvres difficult. Nevertheless, there was plenty of fun in the children's arena, where lighter kites soared all the afternoon.

Natural Aspects Concert (3 September 2023)

The Heath & Hampstead Society ran the biggest event in its history, with around 1500 people attending at the Parliament Hill Bandstand. This free concert was a musical celebration of culture and musical styles from around the Heath, including Bengali band Bangla Shur, Jamaican Ska band The Estimators, Irish folk players The Spud Peelers, and jazz and soul sounds from John Etheridge and Vimala Rowe. In between acts, local DJ and journalist Dan Carrier played music. The Roundhouse Young Creatives provided circus skills fun, and the Heath Café laid on burgers and hot dogs. The event enjoyed sunny weather and members of the Heath & Hampstead Society worked with the Heath's team at the Corporation to ensure the area around the bandstand was cleared for the next day.

14. Community Fun Day (4 June 2023) Heath Hands held this annual event at Parliament Hill bandstand following the joint hosting of the visit of Little Amal in April, Seethrough Carnival and the Conker Championships in September. An estimated three thousand people attended these events.
15. Give it a Go (16 July): This event was held at Parliament Hill in partnership with the London Borough of Camden and partners from around the borough. This year we welcomed back the Mayhew dog show which provided an event with dog friendly retail outlets. Tasters were offered in the following sports: fencing, athletics, football, rugby, bowls, croquet, assault courses and lawn tennis with free tennis coaching. In addition, this year we were successful in attracting health and wellbeing practitioners giving free advice and health checks. The event attracted over 5,000 people and was attended by the Mayor of Camden, and there was positive media coverage in both local papers and lots of positive comments from attendees.
16. Hampstead Heath Duathlon (5 September 2023): The 23rd iteration of this event was run in partnership with the Hampstead Rugby Football Club and Jubilee Hall Trust. Participation numbers were capped at four hundred and event registration took place online, making it easier for people to take part. The event was successful, with participants ranging from local triathlon and running clubs to groups of friends in fancy dress.

17. Zippos Circus (19 – 29 October 2023): The circus hosted performances on the Heath again this year. Performances were better attended this year; however, numbers were still down on pre-covid performance attendance levels.
18. London Youth Games (18 November 2023): This event did not take place this year, as the organisers had concerns over the weather conditions and the cross-country course. They looked at their risk assessments and felt that there were potential risks to the young people running on the wet ground and decided to cancel. The afternoon event for adults – The London Cross Country Championships - went ahead with record numbers and was successful.
19. Hampstead Heath Christmas Fayre (25 November 2023 - 7 January 2024): East Heath played host to the third fayre. The event had a staggered start, beginning with a traditional Christmas tree market from 25 November with small-scale fairground rides, Christmas style chalets selling food and refreshments. Christmas tree sales commenced from 10.00am daily and the market and fair on the weekends leading up to Christmas. The fayre closed by 6.00pm. However, this year again the weather did not treat the contractor well, and numbers were down on last year.
20. The London International Cross-Country Championships (20 January 2024): This inaugural event was a great success, with over 3,000 spectators and over 12,000 people watching the streamed event live on YouTube. This was a small, but elite, field of runners in each race with Abbie Donnelly (Lincoln Wellington) and Hugo Milner (Derby) being the senior winners. The event forms part of the British Athletics Cross Challenge series, and by winning they earned their places for the coming World Athletics Cross Country Championships in Belgrade. The hosting of this event required the Southern Counties Cross Country event, which normally is scheduled to be held on the Heath at this time, to temporarily move to an alternative location for 2024. Next year, we anticipate the English National Cross-Country Championships retuning in March 2025.
21. Shakespeare in the Squares (17 June): This event returned with a matinee and an evening performance of Shakespeare's Twelfth Night set in the 1920's, the event was well organised with setup and take-down causing little interference on the normal park users.
22. Queen's Park Book Festival (203 June): This event returned and the weekend attracted an estimate of 1,500-2,000 attendees overall who took part in both the paid and free activities provided by the festival. This year's speakers included local Queen's Park resident, and bestselling author, Zadie Smith, talking about her latest novel The Fraud.
23. Queen's Park Day (17 September): The event ensures local talent and businesses have a platform to showcase their skills and goods to the local community. There was a vast variety of offerings from local musicians to stalls with local products, such as hot sauces and soaps. Local charities and community groups had stalls to help highlight their causes, such as Transition Town which reduces food waste locally. The weather was poor this year, but the

attendance for the day was estimated around 7,000. Normal event numbers are usually in the 12,000-15,000 range.

Proposed 2024 Events Programme

24. The proposed 2024 Events Programme for Hampstead Heath, Highgate Wood, and Queen's Park is set out at Appendix 1. There are currently no events planned at Highgate Wood for 2024. The highlights include:
25. Affordable Art Fair: They are keen to go ahead with a 2024 Hampstead Heath Affordable Art Fair, and to host a second event in 2025, following on from the Art Fair. They are still working on details and updates will be provided in due course.
26. Night of the 10,000 PB's (18 May 2024): Highgate Harriers have made an application to host this event on 18 May 2024. The event will include the British Championships and Team GB trials for the Olympic Games.
27. Hampstead Heath Film Festival (7-12 September 2024): It is proposed to bring this event back in September.
28. Zippos Circus (17 to 27 October 2024): This event will again in 2024.
29. Queens Park Day (15 September): the event is planned to return in 2024, managed locally by the Queens Park Area Residents Association with support from the Queens Park Team.
30. Shakespeare in the Squares (15 June): We have applied to host an open-air performance of Shakespeare's play All's Well That Ends Well within the quiet garden.
31. Queen's Park Book Festival (21 August 0- 1 September): have expressed interest in returning to Queen's Park for another two-day event from 31 August until 1 September 2024, we await their application submission.

Corporate & Strategic Implications

32. The Events Programme directly supports the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of People taking care of the Heath.
33. The provision of the events programme also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2020-21 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
34. The events programme contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a

flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

Financial

35. The Events Policy details the framework for event cost recovery. The associated charges for holding events are set out in the annual fees and charges which are review and approved by Members on an annual basis with the proposed fees and charges for the 2024/25 financial year due to be approved by your Committee in May 2024.

Resource Implications

36. The Officer Event Group considers the impact on staff resources when reviewing event applications, prioritising keeping the sites open, safe, accessible, and secure.

Climate Implications

37. No Impact.

Legal Implications

38. Legal comments are contained within the body of the Report. the legal framework that governs the use of Hampstead Heath for events is set out in the Hampstead Heath events policy.

Risk Implications

39. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

40. No Impact.

Security Implications

41. Security implications are monitored and recorded thought the Departmental Risk register.

Conclusion

42. The 2023 Events Programme and the proposed 2024 Events Programme Continues to host a wide range of events that promote sport, health, and well-being, whilst contributing to achieving the Outcomes of the Hampstead Heath Management Strategy 2018-2028.

Appendices

- Appendix 1: Proposed 2024 Events Programme for Hampstead Heath, Highgate Wood, and Queen's Park
- Appendix 2: Open Spaces Departmental Events Policy Part One

- Appendix 3: Open Spaces Departmental Events Policy Part Two: Hampstead Heath

Contact

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STATUS	SPACE	LOCATION	TYPE	Community or Commercial	DESCRIPTION	BUILD BEGIN	BUILD END	LIVE
CONFIRMED	Heath	Track	Sports	Community	Athletics	06/04/2023	06/04/2024	06/04/2024
CONFIRMED	Heath	PH and Environs	Sports	Community	London Firebrigade	11/07/2023	11/07/2023	07/12/2023
PROPOSED	Heath	PH and Environs	Festival	Commercial	TBC	06/09/2023	09/08/2024	09/09/2024
CONFIRMED	Heath	Cross Country	Sports	Community	London Youth	16/11/2023	18/11/2023	18/11/2023
CONFIRMED	Heath	East Heath	Fun fair	Commercial	Christmas Fayre	20/11/2023	25/11/2023	25/11/2023
CONFIRMED	Heath	Mens Pond	Sports	Community	Life Buoys	25/12/2023	25/12/2023	25/12/2023
CONFIRMED	Heath	PH	Sports	Community	football comp	05/01/2024	05/01/2024	05/01/2024
CONFIRMED	Heath	Lido plus all three	Sports	Community	Swim/Run	08/09/2024	08/09/2024	09/01/2024
CONFIRMED	Heath	Bandstand	Music	Community	Concert	09/01/2024	09/01/2024	09/01/2024
CONFIRMED	Heath	PH Environs	Sports	Community	World Cross	15/01/2024	23/01/2024	20/01/2024
CONFIRMED	Heath	Lido	Other	Community	Out door Swimming	28/01/2024	28/01/2024	28/01/2024
PROPOSED	Heath	PH	Tour	Community	Charity Run	28/01/2024	28/01/2024	28/01/2024
PROPOSED	Heath	HH	Other	Community	Cross Country	03/02/2024	03/02/2024	03/02/2024
PROPOSED	Heath	PH	Sports	Community	Cross Country	08/02/2024	08/02/2024	08/02/2024
PROPOSED	Heath	EH	Schools	Community	Cross Country	10/03/2024	03/10/2024	10/03/2024
CONFIRMED	Heath	East Heath	Fun fair	Commercial	Easter Fair	26/03/2024	29/03/2024	29/03/2024
CONFIRMED	Heath	Track	Sports	Community	Rounders comp	07/04/2024	07/04/2024	07/04/2024
PROPOSED	Heath	East Heath	Other	Commercial	Afordable Art Fair	24/04/2024	05/07/2024	19/05/2024
CONFIRMED	Heath	PH	Sports	Community	Football Comp	30/04/2024	30/04/2024	30/04/2024
PROPOSED	Heath	PH and Environs	Athletics	Community	Cross Country	12/05/2024	12/05/2024	12/05/2024
CONFIRMED	Heath	PH	Sports	Community	Mini Tennis Comp	14/05/2024	14/05/2024	14/05/2024
CONFIRMED	Heath	PH Tennis Courts	Sports	Community	Mini Tennis Comp	16/05/2024	16/05/2024	16/05/2024
PROPOSED	Heath	Athletic Track	Athletics	Community	Night of 10k PB	17/05/2024	21/01/1900	19/05/2024
CONFIRMED	Heath	East Heath	Other	Community	Walk	19/05/2024	19/05/2024	19/05/2024
CONFIRMED	Heath	PH	Festival	Community	Kite Flying	02/06/2024	02/06/2024	06/02/2024
PROPOSED	Heath	PH	Other	Community	Run for your Life	08/06/2024	08/06/2024	08/06/2024
CONFIRMED	Heath	Bandstand	Music	Community	Conker Champs	08/10/2024	08/10/2024	08/10/2024
CONFIRMED	Heath	East Heath	Other	Community	Charity Run	15/06/2024	15/06/2024	15/06/2024
PROPOSED	Heath	PH	Other	Community	Heath Hands	21/06/2024	21/06/2024	21/06/2024
CONFIRMED	Heath	PH	Sports	Community	Football Comp	05/07/2024	05/07/2024	05/07/2024
CONFIRMED	Heath	PH and Environs	Festival	Community	GIAG	14/07/2024	14/07/2024	14/07/2024
CONFIRMED	Heath	East Heath	Fun fair	Commercial	Summer Fair	20/08/2024	21/08/2024	26/08/2024
PROPOSED	Heath	PH and Environs	Athletics	Community	Cross Country	10/10/2024	10/10/2024	10/10/2024
PROPOSED	Heath	East Heath	Fun fair	Community	Circus	13/10/2024	16/10/2024	17/10/2024
CONFIRMED	Heath	Track	Athletics	Community	Athletics	06/11/2024	06/11/2024	06/11/2024
CONFIRMED	Heath	Track	Sports	Community	Athletics Comp	07/11/2024	07/11/2024	11/06/2024
CONFIRMED	Heath	PH and Environs	Sports	Community	London Youth	13/11/2024	16/11/2024	16/11/2024
PROPOSED	Heath	PH	Athletics	Community	PB 10K	16/05/2024	18/05/2024	18/05/2024
CONFIRMED	Heath	East Heath	Fun fair	Commercial	Xmas Fayre	21/11/2024	25/11/2024	21/11/2024
CONFIRMED	Heath	Bandstand	Festival	Community	Music Festival	21/07/2024	21/07/2024	21/07/2024
CONFIRMED	Heath	East Heath	Fun fair	Commercial	Showmens Guild Of	21/08/2024	22/08/2024	28/08/2024
CONFIRMED	Heath	PH and Environs	Festival	Community	Community Day	23/06/2024	23/06/2024	23/06/2024
CONFIRMED	Queen's	Queens Park Quite	Other	Commercial	Theatre	14/06/2024	15/06/2024	15/06/2024
CONFIRMED	Queen's	Top end of Queens	Festival	Commercial	Book Fair	29/08/2024	31/08/2024	09/02/2024
CONFIRMED	Queen's	Whole Park	Festival	Community	Queens Park Day	13/09/2024	14/09/2024	15/09/2024
CONFIRMED	Heath	Bandstands at PH	Music	Community	Music Festival	30/06/2024	26/08/2024	26/08/2024

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Open
Spaces

Registered Charity

Open Spaces Departmental Events Policy [Part One]

Contents

1. Policy Statement.....	3
2. Aims.....	3
3. Definitions and Scope.....	3
4. Legislative context.....	5
5. Events covered by this policy.....	6
6. Event Locations.....	6
7. Requirements for event organisers.....	7
Environmental protection.....	7
Character of the local environment.....	7
Amenity Impact.....	7
Community benefit.....	7
Health & Safety.....	7
8. Events that are not allowed.....	8
9. How we make decisions.....	8
Officer Event Group.....	8
Event application form.....	8
Event management plan.....	8
Things we consider.....	10
Local authority approvals.....	10
10. Charges for Events.....	10
Application fee.....	11
Refundable damage deposit.....	11
Hire costs.....	11
Cancellation.....	11
11. Event organiser's performance.....	12
12. OPEN SPACES EVENTS POLICY PART TWO.....	12

1. Policy Statement

1.1. The City of London Corporation holds in trust and manages a number of Open Spaces around London and beyond. Many of them have a long history of hosting events. The Open Spaces covered by this policy (see Definitions and Scope) are managed as charitable trusts. The main charitable objectives of these trusts are:

- The preservation of the open space
- The provision of recreation and enjoyment of the public

2. Aims

2.1. This Events Policy has been developed to:

- Provide a framework for making decisions about staging events at the City of London's Open Spaces
- Assist event organisers in understanding the decision-making process when considering an application to hold an event
- Meet the City of London's statutory obligations and charitable objectives to preserve its open spaces and to provide recreation and enjoyment, and to meet the specific requirements of the City of London Corporation (Open Spaces) Act 2018
- Facilitate events which are appropriate to the character of the open spaces and are high quality, safe and environmentally sustainable; and facilitate engagement, recreation and enjoyment for local communities and other Open Space users taking account of the views of stakeholders
- Ensure that events held are well planned and have comprehensive and appropriate environmental protection measures in place

3. Definitions and Scope

3.1 Terms of reference

City of London, also referred to as "the City"	The City of London Corporation
Site	"Site" is used to refer to each particular Open Space within the scope of this policy
Location	"Location" refers to specific locations or areas within the Site.
Open Spaces	"Open Spaces" is used to refer collectively to all the Sites within the scope of this policy.

Event	<p>This policy applies to all events proposed to be held on the Open Spaces, except where specifically excluded (see section 'Events covered by this policy')</p> <p>Events controlled by this policy usually include the setting aside of a particular area, the provision of facilities or infrastructure.</p>
Superintendent	<p>The Superintendent is the Senior Officer responsible for the management of each of the Sites. The Superintendent has been delegated authority by the City to authorise 'events and entertainments'. The Officer Event Groups will make recommendations to the Superintendent or Committee for the approval or refusal of events.</p>
Committee	<p>The City of London operates a Committee System of elected Members. Each Open Space has a Committee responsible for its management and the relevant Committee will consider applications for large or unusual events on the Sites it is responsible for (see section 'How we make decisions').</p>
Officer Event Group (OEG)	<p>Event applications will be considered by an Officer Event Group (OEG) at each Site. The OEG includes relevant officers from the Site. The OEG considers event applications and makes recommendations to either the Superintendent or the Committee in accordance with this policy.</p>

3.2 Scope of policy

This policy applies to the 12 Open Space Sites managed by the City of London, located outside of the City of London local authority area known as the Square Mile, which are managed as charitable trusts. These are:

- 1) Ashtead Common
- 2) Burnham Beeches & Stoke Common
- 3) Coulsdon Common
- 4) Epping Forest and Epping Forest Buffer Land
- 5) Farthing Downs
- 6) Hampstead Heath including Golders Hill Park and the Heath Extension
- 7) Highgate Wood
- 8) Kenley Common
- 9) Queen's Park
- 10) Riddlesdown
- 11) West Ham Park
- 12) West Wickham and Spring Park

3.3 It is intended that this Departmental Events Policy will be reviewed after 12 months.

4. Legislative context

- 4.1 There is a variety of legislation pertaining in the management of the City's Open Spaces. Many of the Sites have specific founding legislation which sets out the City's powers and duties. The Site-specific policy contained within Part Two reflects the particular legislative context and requirements for each Site.
- 4.2 The City of London promoted the City of London Corporation (Open Spaces) Act 2018 within Parliament. This Act makes additional provision for events, subject to a suitable events policy being in place.

- 4.3 Section 7 of the City of London Corporation (Open Spaces) Act says:

In this section "event" means—

- (a) a ceremony, celebration, entertainment or similar occasion; or*
 - (b) a conference, an exhibition or the making of a film.*
- (2) The Corporation may—*
- (a) temporarily use or permit others to use land (including buildings) forming part of an open space for the purposes of an event;*
 - (b) provide, or arrange for another person to provide, equipment, facilities or services for the purposes of an event;*
 - (c) so far as appears to the Corporation to be necessary in connection with an event, restrict or authorise others to restrict access temporarily to an area of land forming part of the open space; and*
 - (d) charge for permission or provision given or made under paragraph (a) or (b) or charge or authorise others to charge for admission to an area to which access is so restricted.*
- (3) The Corporation must exercise the powers in subsection (2) having regard to a policy concerning the exercise of the powers prepared by the Corporation in consultation with such persons or bodies as it thinks appropriate (which must include any committee or group established by statute for the purpose of consultation about the management of the open space).*
- (4) The policy must, in particular, contain provision—*
- (a) requiring that—*
 - (i) in deciding whether, and on what terms, to permit an event under subsection (2), the Corporation must have regard to the character and local environment of the open space (or the part of the open space in which the event is to take place); and*
 - (ii) such an event (whether individually or taken with other events) does not cause material injury to the amenity of the open space or significant impairment to the public enjoyment of the open space; and*
 - (iii) in relation to land to which the London Government Reorganisation (Hampstead Heath) Order 1989 applies, any structure erected is not on a part of the land which is unbuilt on; and*
 - (b) limiting the frequency and duration of events in the open space.*

5. Events covered by this policy

- 5.1 This policy applies to all events which are held on the City's Open Spaces where the permission or assistance of the City is required to facilitate it.
- 5.2 As a general guide, this policy does not apply to informal gatherings which take place on our spaces. However, if event organisers are planning an activity which requires additional facilities, infrastructure, may interfere with public use of the site, involve things which would otherwise be a breach of Open Space byelaws (such as the erection of structures), or go beyond the ordinary recreational use of an Open Space then it is likely that an application and decision would need to be taken in accordance with this policy.
- 5.3 There are a number of activities which are excluded from the scope of this policy, because they are dealt with under separate arrangements, specifically:
- Weddings and civil partnership ceremonies
 - Filming and photography
 - Sports activities attracting less than 500 people on dedicated sporting facilities and/or with limited infrastructure requirements, or covered by the sports licensing arrangements e.g. personal training, group exercise classes, fun runs.
- 5.4 Further details of these can be found on www.cityofLondon.gov.uk
- 5.5 If you are in any doubt whether you need to apply before arranging an event, please contact the relevant Site (www.cityoflondon.gov.uk)

6. Event Locations

- 6.1 The nature of the City of London's Open Spaces means that each Site has limits in terms of the location, number, size and scale of the events they can accommodate. This is to ensure that the City's duties of preservation are respected, and in particular that there is no material injury to the amenity of the Open Space or significant impairment to the public enjoyment of the Open Space. The locations in which events may be permitted are specified together with the maximum frequency, duration and capacity in the Site-specific policies contained within Part Two of this policy.
- 6.2 Events proposed outside of the specified locations, or which exceed or contribute to a cumulative exceeding of the limits set out in the Site-specific policies, will be likely to be refused.
- 6.3 It is intended that the Site-specific policies will be reviewed by the relevant Committees every three years.

7. Requirements for event organisers

- 7.1 Events must, in the judgement of the Committee or Superintendent approving them:
- Be appropriate to the character and local environment of the Open Space (or part of the Open Space in which the event is to take place)
 - Not cause material damage to the amenity of the Open Space
 - Not significantly impair the public enjoyment of the Open Space
 - Be in accordance with the Site-specific policy
 - Benefit users of the Open Space or the space itself

Environmental protection

- 7.2 Events must not cause material damage to the ecology, landscape, fauna and flora of the Site.
- 7.3 The Site-specific policies contained within Part Two include restrictions on the location, duration, frequency and timing of events in order to protect the environment of the Sites. Before making a recommendation, the Officer Event Group will consider whether the proposals are in accordance within this policy and whether any additional protections are required.

Character of the local environment

- 7.4 Events must be appropriate to the character and environment of the area in which they take place.

Amenity Impact

- 7.5 Events (whether individually or taken with other events) which are held at each Site must not cause material injury to the amenity of the Open Space or significant impairment to the public enjoyment of the Open Space. Before making a recommendation, the Officer Event Group will consider the event proposed in accordance with the Site-specific policy and the cumulative impact of the events programme for the relevant period.

Community benefit

- 7.6 Events held on the Open Spaces must benefit the local community or other users of the Open Space concerned. In most cases this benefit will be derived through the opportunity to attend the event. On those occasions where an event takes place which has limited or no public access, an additional fee may be levied in order to support maintenance of the Site and the provision of services and facilities for the benefit of the public.

Health & Safety

- 7.7 The wellbeing, health, safety and security of those attending an event, or working or volunteering at an event, are paramount. The event organisers must provide details of their proposals to ensure this.

7.8 Event organisers will need to demonstrate these requirements through their application form and event management plan.

Re-instatement Bond

7.9 Event organisers will need to provide a deposit (see section 10) which will act as a bond to cover the cost of any reinstatement works.

8. Events that are not allowed

8.1 Requests for the following types of events will be refused:

- Political campaigns or rallies
- Events which could be damaging to community relations
- Events associated with extremist organisations or proscribed organisations
- Events which are considered discriminatory or offensive
- Illegal activities
- Events which include animals falling within the schedule of “Kinds of Dangerous Wild Animals” in the Dangerous Wild Animals Act 1976 (Modification) (No.2) Order 2007 or its replacement
- Events which could cause damage to the reputation of the City of London Corporation
- Events which could involve operations likely to damage the Sites of Special Scientific Interest (SSSI)

9. How we make decisions

Officer Event Group

9.1 Each Site has an Officer Event Group which considers applications for events in the first instance. The frequency of their meetings is detailed within the Site-specific policies which forms Part Two of this policy. The Officer Event Group will make decisions and recommendations to the Superintendent or Committee (as appropriate) based on the event applications forms, event management plans and their compliance with this policy.

Event application form

9.2 An event application form is provided in Part Two of this policy. All relevant sections of the form must be completed by the event organiser. The information provided will be used by the relevant Officer Event Group to determine what approval process to follow, what the event organisers must do and what charges will be made.

Event management plan

- 9.3 Event organisers must develop and submit an event management plan. This plan together with the application form must demonstrate that each of the requirements within this policy will be met.

Things the Officer Event Group consider

- 9.4 Before making a recommendation, the Officer Event Group will look at the information provided in the application form and the event management plan. They will also consider:
- Whether the event is appropriate to the character and local environment of the Open Space or Site.
 - The potential for and extent of material damage to the amenity of the Open Space
 - Any potential to damage the Sites of Special Scientific Interest (SSSIs)
 - The potential for and extent of impairment to the public enjoyment of the Open Space
 - Whether the event complies with this policy and the relevant Site-specific policy
 - Whether the event is suitable for the Site location proposed
 - Whether the event clashes with any other events or activities
 - Whether the time of year is appropriate
 - Whether there is sufficient lead-in time
 - Whether the event would conflict with any restrictive covenants, byelaws or statutory provisions applicable to the Site
 - Whether appropriate arrangements have been made for wellbeing, health & safety, security, public liability insurance, stewarding and the provision of first aid
 - Whether arrangements for local authority licences have been made
 - Capability of the organiser
 - Any environmental impact outside the Site (e.g. noise nuisance)
 - Benefit to the local community or other users of the Site and/or to the charitable objectives of the Site
 - The event organisers performance in previous years.
 - The event organisers experience in running an event of a similar type and scale
 - Whether the event is not permitted in accordance with Section 8 – “Events which are not allowed” of this policy
- 9.5 Feedback will be provided to event organisers if the arrangements proposed are insufficient or require amendment. Events which do not meet the required criteria will be refused. The Superintendent or Committee may require event organisers to comply with particular conditions.

Approval process

- 9.6 Site specific policies will categorise events based on anticipated participant numbers and duration (including set up/set down times) as appropriate for each Site. These are contained in Part Two; Site specific policies.
- 9.7 Superintendents have authority to approve events which have up to 5,000 participants and a maximum duration of 2 days. For events of over 5,000 participants and/or of 3 or more days duration, approval will be sought from the relevant Committee. In addition, there may be exceptional circumstances when an application is received which is in some way contrary to an element of this policy but has a high level of benefit to the community or Site. In such a case, the Superintendent may refer such a decision to the appropriate Committee.
- 9.8 The time required to make determinations vary according to the scale of the event proposed. These are included with the Site-specific policies contained in Part Two. Event organisers must ensure they have allowed sufficient time for the application to be considered.

Local authority approvals

- 9.9 A licence (or Temporary Event Notice) from the local authority may be needed for some events. Further information is available from <https://www.gov.uk/licence-finder>
- 9.10 Applying for this licence and any other consents that may be required is the responsibility of the event organiser. Event organisers will need to familiarise themselves with the local authority licensing process, timescale and charges as part of their event planning. Failure to be granted any necessary licence or consent will result in the event being refused permission by the City of London.

Insurance

- 9.11 The City of London requires as a minimum £2 million public liability insurance, evidence of which must be provided by the event organiser, prior to the event. The level of cover may increase up to £10million, subject to the nature, scale, complexity and risk of the event.

10. Charges for Events

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

- 10.2 For events involving an element of profit, or which are considered to provide limited benefit for the Site or its users, a hire fee may be charged in addition to cost recovery, in order to ensure wider benefit for the Site.
- 10.3 The Officer Event Group will estimate the costs associated with an event and will propose the charge to be made, subject to the approval of the Superintendent or Committee as appropriate.

Application fee

- 10.4 A non-refundable application fee will be charged for all event applications. This fee is charged to cover the costs of determining event applications.

Refundable damage deposit

- 10.5 A damage deposit may be required, in advance, for each event. The type and size of the event and consideration of any potential remediation works will be relevant to the deposit required. The deposit will be held as a bond and used to fund any remediation works required and any additional costs incurred by the City of London for which the event organiser did not pay a charge.
- 10.6 The costs of any remediation works will be deducted from the deposit before it is returned. Should the deposit not be sufficient to pay for the remediation works or additional costs incurred by the City, the event organisers will remain liable for additional costs.

Hire costs

- 10.7 Costs associated with holding events are set out more fully within the Site-specific policies. Costs for staff time are based on full cost recovery.
- 10.8 Days associated with set up and set down will be charged for, in order to offset the loss of amenity for that period.
- 10.9 A holding deposit is included within the hire costs to secure a Site location on a specific day. Late cancellation may forfeit this deposit.

Cancellation

- 10.10 Where an event is cancelled by the organisers within the agreed cancellation period, the event holding deposit minus any costs incurred by the City will be refunded. No refunds will be given for any cancellations after the agreed cancellation period, and the City of London will be entitled to recover any additional costs incurred.
- 10.11 The City of London has the right to cancel an event, on its own authority or the advice of the Police or another appropriate authority. Examples of the reasons why the City may cancel an event in advance or during the event include:
- An emergency situation has arisen

- The event organiser has not complied with their event management plan
- The event does not have the required licences or insurances
- The charges including the deposit have not been paid / payment cleared in advance of the event
- The event is unsafe
- The weather is or is forecast to be very poor or extreme and will impact on the Site conditions
- The ground conditions are poor or unsuitable

10.12 In cases where an event is cancelled on the advice of the police, any other appropriate authority or for any of the reasons mentioned above, the City will not be liable for any fees, costs or damages incurred.

10.13 Cancellation periods are set out for different types of events within the Site-specific policies.

11. Event organiser's performance

11.1 Officers will monitor and review the performance of the event organiser throughout the event planning stages and delivery. Notes will be made where an event organiser has performed poorly so that this can be considered should future event applications be received.

12. PART TWO – Site Specific Policies

12.1 Please see separate document. This includes the events application form. It applies to Site specific policies:

- 1) Ashtead Common
- 2) Burnham Beeches & Stoke Common
- 3) Coulsdon Common
- 4) Epping Forest and Epping Forest Buffer land
- 5) Farthing Downs
- 6) Hampstead Heath including Golders Hill Park and the Heath Extension
- 7) Highgate Wood
- 8) Kenley Common
- 9) Queen's Park
- 10) Riddlesdown
- 11) West Ham Park
- 12) West Wickham and Spring Park

Appendix 1



Open
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Open Spaces Departmental Events Policy Part Two: Hampstead Heath

Contents

1. Policy Statement	3
1.1. Scope	3
2. Introduction.....	4
3. Legislative background	4
3.1. Hampstead Heath legislative framework.....	4
3.2. City of London Corporation (Open Spaces) Act 2018.....	5
3.3. Strategic context	6
3.4. Byelaws	6
4. Guidance for events at Hampstead Heath	6
4.1. Location	6
4.2. Duration	6
4.3. Timing and frequency	7
4.4. Visitor impacts	7
4.5. Exclusions	7
4.6. Extent and infrastructure.....	7
5. Event Locations	7
6. Decision-making and approvals	8
6.1. Officer Event Group	8
6.2. Local Authority permissions	8
6.3. Event scale and approval timeframes	9
6.4. How we make decisions.....	10
6.5. Criteria for events at Hampstead Heath	10
7. Charges for Events	10
7.1. Charging policy for events.....	11
8. Cancellation	12
9. Review	12
10. Appendices	13
10.1. Appendix 1 Schedule of Locations:.....	13
10.2. Legislative Framework	15

1. Policy Statement

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

This Policy provides guidance for completing an application to hold events at Hampstead Heath including Golders Hill Park and the Heath Extension. Hampstead Heath is a Charitable Trust (Registered Charity Number 803392).

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

This Policy provides a framework to make decisions about events at Hampstead Heath including to:

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

1.1. Scope

This Policy applies to all events on Hampstead Heath (including Golders Hill Park and the Heath Extension) where the permission or assistance of the City of London is required to facilitate it.

Events covered by this policy include:

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

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

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

- Weddings and Civil Ceremonies – the separate booking form should be completed.

2. Introduction

There is a long tradition of events on Hampstead Heath dating from the 18th Century when fairs were a major attraction. A diverse programme of over 100 events continues to run throughout the year including community, charitable and commercial events that range from funfairs, cross-country running and sporting competitions to cultural and entertainment events.

There are three broad types of events at Hampstead Heath:

- Charity and community events run by a not-for-profit organisation or by a community group for the benefit of the community.
- Commercial events run by profit-making organisations.
- Free events organised by City of London including music events at Parliament Hill and Golders Hill bandstands, Give-it-a-Go Festival and Conker Championships.

3. Legislative background

3.1. Hampstead Heath legislative framework

The City of London has powers and duties under various Acts of Parliament, primarily set out in the London Government Reorganisation (Hampstead Heath) Order 1989, to manage Hampstead Heath, protect it as a public open space and host certain types of events. The provisions that are most relevant to this Policy are summarised below.

The foundation legislation is the Hampstead Heath Act 1871. Under this Act the City of London:

- Must forever keep the Heath open, unenclosed, and unbuilt upon (subject to certain exceptions) and protect the Heath, and preserve it as an open space (section 12).
- Must at all times preserve, as far as may be, the natural aspect and state of the Heath, and to that end must protect the turf, gorse, heather, timber and other trees, shrubs and brushwood (section 16).
- May drain, level and improve the Heath, as far only as in the City's judgment from time to time is required, with a view to its use for purposes of health and unrestricted exercise and recreation (section 15).

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

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

The City of London may:

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

In the exercise of these powers, the City of London must prepare an events policy in consultation with the Hampstead Heath Consultative Committee.

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

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

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

These include provisions under:

- Article 7 of the Greater London Parks and Open Spaces Order 1967
- Section 145 of the Local Government Act 1972
- Section 19 of the Local Government (Miscellaneous Provisions) Act 1976

Further information about the legislative framework is provided in Appendix 2.

3.3. Strategic context

The City of London is therefore obliged by legislation and its duty as custodian of Hampstead Heath as outlined in the Heath Vision, to protect the Heath and to ensure that events are appropriate to the local character of the Heath.

The Heath Vision sets out shared community aspirations for the Heath with four broad themes:

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

Strategies and principles for realising the Heath Vision are set out in the Management Plan for Hampstead Heath.

3.4. Byelaws

Regard must also be had to the byelaws that apply on Hampstead Heath which can be found at <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/byelaws.aspx>.

4. Guidance for events at Hampstead Heath

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

For the purposes of this Policy, events at Hampstead are ranked according to the number of people attending and the duration of the event as set out in Table 1 in Section 6.3.

4.1. Location

A Schedule of Locations sets out the Heath locations where events may be permitted. These locations are grouped into three zones according to the local character of the location. Details are set out in Section 5.

4.2. Duration

Events located outside of the Lower Fairground site at East Heath will be limited to a maximum duration of five days including time for setup and break down and will be strictly controlled to minimise disruption to Hampstead Heath visitors.

Applications for events that extend over longer periods will be limited to the Lower Fairground site. Generally, events that extend over longer periods will be planned back-to-back to reduce time required for set-up and break-down.

4.3. Timing and frequency

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

In each calendar year, two major cross-country running championships events will be prioritised over other events.

4.4. Visitor impacts

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

4.5. Exclusions

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

4.6. Extent and infrastructure

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

Many events at Hampstead Heath cover a wider course that may pass through Event Zones B and C, including; for example, sponsored-walks, community runs and cross-country running events.

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

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

Where an event can only be held by virtue of our powers under the City of London Corporation (Open Spaces) Act 2018 any structure erected will be restricted to Event Zone A.

5. Event Locations

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

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

Zone A: Built facilities

Including hard-standing areas, the Lower Fairground site at East Heath, cafés and terraces, car parks, sports facilities and other built facilities (for example Athletics Track, hard tennis courts, bandstands).

Zone B: Established Activity Areas

Including the Upper Fairground site, café environs, turfed sports pitches, Whitestone Pond environs, bandstand environs, amenity grass areas (for example, areas adjacent to sports pitches and playing fields, historical playing fields that are no longer in use), education gardens and learning facilities.

Zone C: Wider areas

Events will generally be excluded from the wider and natural areas of Hampstead Heath.

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

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

Based on the above assessment, an environmental impact fee may be applied to ensure the natural and heritage values are protected. Refer to Section 7 Charges for Events.

6. Decision-making and approvals

Event applications will be considered by the Officer Event Group in the first instance.

6.1. Officer Event Group

The Leisure and Events Manager, the Operational Services Manager and the Highgate Wood, Conservation & Trees Manager form the Officer Event Group which will meet monthly to consider event applications and make recommendations to the Superintendent. The Superintendent will direct the Officer Event Group recommendation to the appropriate approval pathway in accordance with the procedure described in Section 6.4. Other Officers and/or specialists may provide advice as appropriate to the type of event, Event Zone and potential impacts of the proposed event.

6.2. Local Authority permissions

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

- London Borough of Camden.

- London Borough of Barnet.

6.3. Event scale and approval timeframes

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

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

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

Table 1: Event Scale (proposed)

Event Scale	Daily anticipated attendance	Duration including set-up and break-down	Approval	Minimum period for receipt of application prior to proposed event date	Application Deadline
Minor	1 – 50	Up to a day	Superintendent	3 weeks	None - rolling application process
Small	51 – 500			8 weeks	None - rolling application process
Medium	501 - 2000	Up to 2 days	Superintendent	4 months	None - rolling application process
Large	2001 – 5000	Up to 3 days	HHHWQP Committee	6 months	1 September 1 December
Major	5001 plus	4 or more days	HHHWQP Committee	12 months	1 March

6.4. How we make decisions

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

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

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

6.5. Criteria for events at Hampstead Heath

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

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

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

7. Charges for Events

The types of charges applicable will be determined in accordance with the charging policy set out in Section 7.1. The rates charged will be in accordance with the Hampstead Heath Schedule of Fees and Charges which is revised and approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee annually.

Commercial events

Commercial events will be charged in accordance with the structure set out in Section 7.1.

Community and charitable events

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

7.1. Charging policy for events

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

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

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

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

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

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

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

Donation: Event organisers may wish to make additional voluntary contributions to the Hampstead Heath registered charity (Number 803392) to support the cost of managing Hampstead Heath.

8. Cancellation

The Open Spaces Events Policy Part One sets out the Cancellation Policy. Cancellation periods are specified in Table 2.

Table 2: Event cancellation period

Scale	Total anticipated attendance	Notice given for Cancellation	Refund
Minor	1 – 50	Any period	Full refund*
Small	51 – 500	At least 4 weeks Less than 4 weeks	Full refund* Minus 25% of deposit
Medium	501 – 2000	At least 2 months Less than 2 months	Full refund* Minus 25% of deposit*
Large	2001 - 5000	At least 2 months Less than 2 months	
Major	5001 plus	At least 4 months Less than 4 months Less than 4 weeks	Full refund* Minus 50% of deposit* No refund

*minus application fee and City of London reimbursable costs

9. Review

An initial review of this Policy will be undertaken following the first 12 months of its adoption. Subsequent reviews will be undertaken at least every three years, as set out in the Open Spaces Departmental Events Policy Part One. The Superintendent may request a review within that period as appropriate.

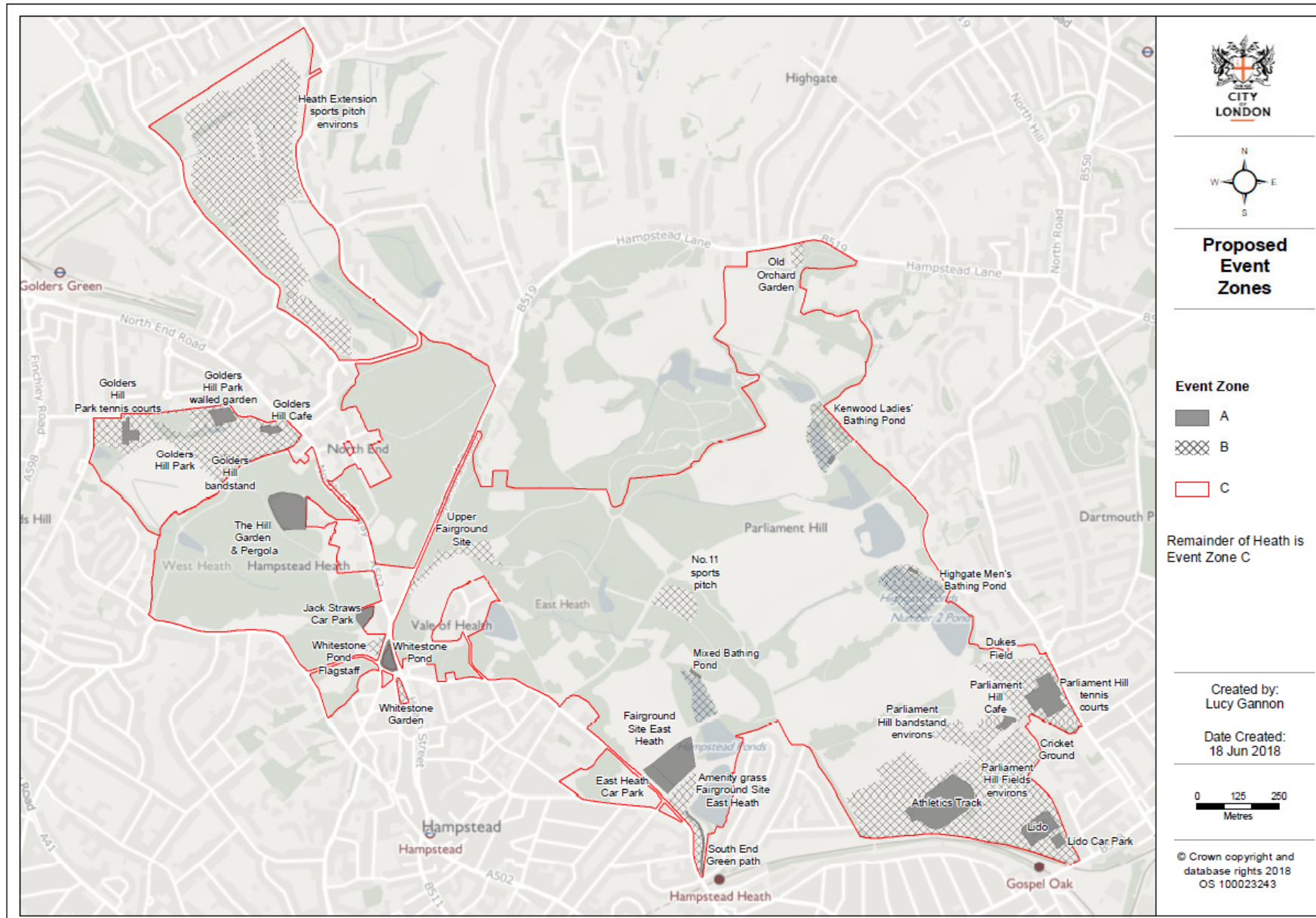
Any revisions to this Policy will be submitted for approval by the Hampstead Heath, Highgate Wood and Queen's Park Committee in consultation with the Hampstead Heath Consultative Committee.

10. Appendices

10.1. Appendix 1 Schedule of Locations:

Proposed Schedule of Locations for Hampstead Heath Events

Location description	Event Zone	Local Authority
Lido	A	Camden
Lido Car Park	A	Camden
Athletics Track	A	Camden
Parliament Hill tennis courts	A	Camden
Parliament Hill Cafe	A	Camden
Parliament Hill bandstand	A	Camden
Parliament Hill Fields Cricket Ground	B	Camden
Parliament Hill Fields environs	B	Camden
Parliament Hill bandstand environs	B	Camden
Dukes Field	B	Camden
Fairground Site East Heath	A	Camden
East Heath Car Park	A	Camden
Amenity grass Fairground Site East Heath	B	Camden
South End Green amenity grass	B	Camden
South End Green path	A	Camden
Mixed Bathing Pond	B	Camden
Highgate Men's Bathing Pond	B	Camden
Kenwood Ladies' Bathing Pond	B	Camden
Old Orchard Garden	B	Camden
No.11 sports pitch	B	Camden
Upper Fairground Site	B	Camden
Whitestone Garden	B	Camden
Whitestone Pond	A	Camden
Whitestone Pond Flagstaff	B	Camden
Jack Straws Car Park	A	Camden
The Hill Garden & Pergola	A	Camden
Golders Hill Cafe	A	Barnet
Golders Hill bandstand	A	Barnet
Golders Hill Park walled garden	A	Barnet
Golders Hill Park tennis courts	A	Barnet
Golders Hill Park	B	Barnet
Heath Extension sports pitch environs	B	Barnet
Wider area of Hampstead Heath	C	various



10.2. Legislative Framework

Hampstead Heath legislative framework

The City of London has powers and duties under various Acts of Parliament, primarily set out in the London Government Reorganisation (Hampstead Heath) Order 1989, to manage Hampstead Heath, protect it as a public open space and host certain types of events. The provisions that are most relevant to this Policy are summarised below.

Under the Hampstead Heath Act 1871 the City of London:

- Must forever keep the Heath open, unenclosed, and unbuilt upon (subject to certain exceptions) and protect the Heath, and preserve it as an open space (section 12).
- Must at all times preserve, as far as may be, the natural aspect and state of the Heath, and to that end must protect the turf, gorse, heather, timber and other trees, shrubs and brushwood (section 16).
- May drain, level and improve the Heath, as far only as in the City's judgment from time to time is required, with a view to its use for purposes of health and unrestricted exercise and recreation (section 15).

Under article 7 of the Greater London Parks and Open Spaces Order 1967 the City of London may:

- Provide indoor and open air facilities for sport and for any form of recreation whatsoever.
- Provide amusement fairs and entertainments including bands of music, concerts, dramatic performances, cinema exhibitions and pageants.
- Provide exhibitions and trade fairs for the purpose of promoting education, the conservation of the environment, recreation, industry, commerce, crafts or the arts.
- Provide centres and other facilities (whether indoor or open air) for the use of clubs, societies or organisations whose objects or activities are wholly or mainly of a recreational, social or educational character.
- Provide ancillary facilities such as refreshments, platforms, screens, seating, buildings or structures and other apparatus, appliances, equipment or conveniences that are necessary or desirable.
- Set apart or enclose any part of the Heath for these purposes and prevent any person from entering that area, and do such acts and enforce such restrictions or conditions as it considers necessary or desirable.

These powers are subject to certain restrictions including that:

- Where any part of the Heath is set apart or enclosed for the playing of games and that part is not specifically laid out and maintained for that purpose, the power to preclude any person from entering that part shall not apply while it is not in actual use for games.

- The part of the Heath set apart or enclosed for the use of persons listening to or viewing an entertainment (including a band concert, dramatic performance, cinema exhibition or pageant) shall not exceed one-tenth of the Heath.
- Exhibitions and trade fairs must not be held on the Heath on more than 8 Sundays in any year.
- Where providing indoor recreational facilities, or centres and other facilities for the use of clubs, societies or organisations, the City of London must satisfy itself that it has not unfairly restricted the space available to the public for recreation in the open air.
- There are various additional restrictions relating to cinema exhibitions.

Under section 145 of the Local Government Act 1972 the City of London may:

- Provide an entertainment of any nature or facilities for dancing.
- Provide premises suitable for the giving of entertainments.
- Hold exhibitions for the development and improvement of the knowledge, understanding and practice of the arts and the crafts which serve the arts.
- Provide refreshments and programmes, advertise any entertainment, charge for admission and services and do any other incidental things.
- Set apart or enclose any part of the Heath to be used by any other person, on such terms as to payment or otherwise as it thinks fit, and authorise that other person to make charges for admission.

Nothing in this section affects any statutory requirement to obtain a licence for the public performance of a play, the public exhibition of a film, boxing or wrestling entertainments, public music or dancing, or for the sale of alcohol.

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

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

City of London Corporation (Open Spaces) Act 2018

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

The City of London may:

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

The City of London must exercise these powers having regard to an events policy prepared in consultation with such persons or bodies as it thinks appropriate. This must include any Committee or Group established by statute for the purpose of consultation about the management of the Open Space – at Hampstead Heath this includes the Hampstead Heath Consultative Committee.

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

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

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

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Agenda Item 8

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	12 February 2024
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 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
Report of: Bob Roberts, Interim Executive Director Environment	For Decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report is presented to provide the Hampstead Heath, Highgate Wood and Queen's Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood and Queen's Park Kilburn (charity number 232986). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

Each of the charities holds a risk register which is summarised in the main body of this report and at appendices 1 and 2.

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the Summary Risk Registers appended to this report satisfactorily identify the key risks to the charities and that an appropriate risk management process is in place.

Main Report

Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Your Committee receives a quarterly update on the risks faced by the two charities for which it is responsible. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Interim Executive Director Environment assures your Committee that all risks held by the Hampstead Heath charity and the Highgate Wood and Queen's Park charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks are regularly reviewed by the Assistant Director and his management team, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The risk register for Hampstead Heath and the register for Highgate Wood and Queen's Park are summarised in the main body of this report and at Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.

Current Position

Hampstead Heath Risks

7. The Hampstead Heath Risk Register, summarised below and at Appendix 1, contains thirteen risks (two RED, ten AMBER, one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.
8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The titles of some risks have been updated to improve clarity. None of the risk scores have changed. One new risk has been added to the register, as shown below, and this risk is presented in detail at Appendix 1a.

- **ENV-NE-HH 007: Decline in condition of assets** (*RED, 16*)
- **ENV-NE-HH 014: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
This new risk is presented in detail at Appendix 1a. It has been added to the register to reflect the existing and ongoing issue of anti-social behaviour by members of the public which presents a risk to staff, visitors and the site. A departmental approach is being developed to tackle the abuse of staff and ensure rapid reporting. Locally, officers encourage responsible behaviour and collaborate with the police and other enforcement agencies to minimise incidents and their effects.
- **ENV-NE-HH 001: Budget pressures** (*AMBER, 12*)
- **ENV-NE-HH 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
- **ENV-NE-HH 002: Negative impacts of visitor pressure** (*AMBER, 8*)
- **ENV-NE-HH 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
- **ENV-NE-HH 006: Risks to health and safety** (*AMBER, 8*)
- **ENV-NE-HH 009: Supervised water facilities** (*AMBER, 8*)
- **ENV-NE-HH 010: Maintenance of water bodies** (*AMBER, 8*)
- **ENV-NE-HH 011: Recruitment of suitable staff** (*AMBER, 8*)
- **ENV-NE-HH 013: Tree failure** (*AMBER, 8*)
- **ENV-NE-HH 005: Negative impacts of pests and diseases** (*AMBER, 6*)
- **ENV-NE-HH 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Highgate Wood and Queen's Park Risks

9. The Highgate Wood and Queen's Park Risk Register, summarised below and at Appendix 2, contains ten risks (one RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.
10. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The titles of some risks have been updated to improve clarity. None of the risk scores have changed.
 - **ENV-NE-HWQP 007: Decline in condition of assets** (*RED, 16*)
 - **ENV-NE-HWQP 001: Budget pressures** (*AMBER, 12*)
 - **ENV-NE-HWQP 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE-HWQP 002: Negative impacts of visitor pressure** (*AMBER, 8*)
 - **ENV-NE-HWQP 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
 - **ENV-NE-HWQP 006: Risks to health and safety** (*AMBER, 8*)
 - **ENV-NE-HWQP 009: Recruitment of suitable staff** (*AMBER, 8*)
 - **ENV-NE-HWQP 011: Tree failure** (*AMBER, 8*)
 - **ENV-NE-HWQP 005: Negative impacts of pests and diseases** (*AMBER, 6*)

- **ENV-NE-HWQP 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Risk Management Process

11. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
12. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system.
13. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

Identification of New Risks

14. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

Corporate and Strategic Implications

15. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
16. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment Divisions' emerging strategies.
17. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

18. The proactive management of risk, including the reporting process to Members, demonstrates that the Natural Environment Division of the Environment Department is adhering to the requirements of the City of

London Corporation's Risk Management Framework and the Charities Act 2011.

Appendices

- Appendix 1 – Hampstead Heath Summary Risk Register
- Appendix 1a – New Hampstead Heath risk
- Appendix 2 – Highgate Wood and Queen's Park Summary Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

Contact

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Hampstead Heath Summary Risk Report













Generated on: 18 January 2024



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HH 007	Decline in condition of assets	16		12			
ENV-NE-HH 014	Impacts of anti-social behaviour on staff and site	16		8			
ENV-NE-HH 001	Budget pressures	12		8			
ENV-NE-HH 004	Adverse impacts of extreme weather and climate change	12		6			
ENV-NE-HH 002	Negative impacts of visitor pressure	8		6			
ENV-NE-HH 003	Outbreak of Fire in Woodland / Heathland	8		6			
ENV-NE-HH 006	Risk to health and safety	8		4			
ENV-NE-HH 009	Supervised water facilities	8		6			
ENV-NE-HH 010	Maintenance of water bodies	8		6			
ENV-NE-HH 011	Recruitment of suitable staff	8		4			

Appendix 1

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HH 013	Tree failure	8		6			
ENV-NE-HH 005	Negative impacts of pests and diseases	6		4			
ENV-NE-HH 008	Negative impacts of development and encroachment	4		4			

Hampstead Heath

New risk: reported in detail by exception

Generated on: 18 January 2024



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH Impacts of anti-social behaviour on staff and site 16-Jan-2024 Bill LoSasso	Cause: Anti-social behaviour of members of the public. Event: Anti-social, irresponsible, or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions. Impact: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.	 Likelihood Impact	16	A departmental approach is being developed to tackle abuse of staff, including rapid reporting. Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. 18 Jan 2024	 Likelihood Impact	8	31-Dec-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 014a	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy.	Bill LoSasso	18-Jan-2024	30-Jun-2024

Appendix 1a

ENV-NE-HH 014b	Provide training for staff on conflict management.	First-time or refresher training for staff on conflict management will be organised as part of a departmental arrangement.	Bill LoSasso	18-Jan- 2024	31-Dec- 2024
ENV-NE-HH 014c	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.	Bill LoSasso	18-Jan- 2024	31-Dec- 2024
ENV-NE-HH 014d	Educate visitors to use the Heath responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.	Bill LoSasso	18-Jan- 2024	31-Dec- 2024

Highgate Wood and Queen’s Park Summary Risk Register

Generated on: 18 January 2024



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HWQP 007	Decline in condition of assets	16		12			
ENV-NE-HWQP 001	Budget pressures	12		8			
ENV-NE-HWQP 004	Adverse impacts of extreme weather and climate change	12		6			
ENV-NE-HWQP 002	Negative impacts of visitor pressure	8		6			
ENV-NE-HWQP 003	Outbreak of fire in woodland / heathland	8		6			
ENV-NE-HWQP 006	Risk to health and safety	8		4			
ENV-NE-HWQP 009	Recruitment of suitable staff	8		4			
ENV-NE-HWQP 011	Tree failure	8		6			
ENV-NE-HWQP 005	Negative impacts of pests and diseases	6		4			
ENV-NE-HWQP 008	Negative impacts of development and encroachment	4		4			

Page 79

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City of London Corporation Risk Matrix (Black and white version)

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

(A) Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Page 81

(B) Impact criteria

Impact title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people Objectives: Failure to achieve a strategic plan objective.
Extreme (8)	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

(C) Risk scoring grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Agenda Item 9

Committee(s): Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Date(s): 12 February 2024
Subject: Renewal of Partnership Agreement with Heath Hands	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 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
Report of: Executive Director, Environment	For Discussion
Report author: Bill LoSasso, Assistant Director	

Summary

This report provides Members with an update on officers’ actions to renew the partnership agreement with Heath Hands.

Recommendation

Members are asked to:

- Note the content of the report

Main Report

1. The Corporation has a clear commitment to volunteering and seeks to continue to engage volunteers from the communities surrounding its green spaces in their maintenance, conservation and care, both directly through Corporation-led activities and also through partnerships with external organisations.
2. Heath Hands is a charitable incorporated organisation (CIO) that was established in 1999 to, among other aims, work with the Corporation and English Heritage to enhance the management of Hampstead Heath through the involvement of volunteers.
3. Heath Hands charitable objects are to “... (1) to help, engaging volunteers, to conserve, protect and enhance Hampstead Heath, the Kenwood Estate, Highgate

Wood, Keats House and such other areas as the charity trustees may determine from time to time (the “relevant open spaces”); (2) to advance education in conserving, protecting and enhancing the environment of the relevant open spaces for the benefit of the members of the CIO and for the benefit of the public at large, and (3) to help the bodies responsible for the relevant open spaces to provide facilities in the interests of social welfare for recreation and leisure time occupation by the members of the CIO and the public at large with the object of improving their conditions of life”.

4. Heath Hands has delivered significant benefit for Hampstead Heath and Highgate Wood since its founding in 1999, has delivered over 210,000 volunteer hours since then, and has grown and further evolved in recent years, taking on new activities and expanding its reach and beneficial impact in Corporation green spaces. Each year, Heath Hands now engages over 1,500 volunteers, delivers over 15,000 volunteer hours, collaborates with numerous community partners, and leads over 600 volunteer sessions and activities each year across programmes covering conservation, volunteering, wildlife monitoring and interpretation, youth and school engagement and environmental projects, education and learning, nature-based wellness activities, work experience, events, walks and talks.
5. The Corporation and Heath Hands have previously entered into partnership agreements, including one that was entered into on 16 November 2016 and remains in effect until 31 March 2024.
6. The Corporation and Heath Hands seek to renew and strengthen their partnership through an updated agreement, and officers have begun conversations with Heath Hands to finalise an agreement.
7. The agreement is intended to strengthen the successful partnership that has grown between the Corporation and Heath Hands, ensure that Heath Hands’ activities in North London Open Spaces (NLOS) are in furtherance of the charitable objects of its charities, the charitable objects of Heath Hands, and other relevant strategic aims of the respective organisations, engage local communities in caring for the open spaces, clarify the activities that Heath Hands is permitted to undertake within NLOS open spaces, clarify the resources provided to Heath Hands by the Corporation in furtherance of their work, ensure appropriate oversight by the Corporation of the permitted activities, and develop and deliver a comprehensive offer of engagement and volunteering activities within NLOS. Heath Hands will provide annual reporting of its outputs and outcomes.
8. The Partnership Agreement is anticipated to be completed before 1 April 2024.

Financial Implications

9. The Corporation does not plan to provide any direct financial support through the Partnership Agreement. The Corporation is likely to continue providing the following support to Heath Hands, which has occurred for years in support of the delivery of

their activities in alignment with Corporation strategic objectives and the charitable objects of the charities under the purview of this Committee: 1) the secondment of one member of staff to Heath Hands, 2) provision of operational and material support, and 3) occupancy and use of a building in Parliament Hill.

Resource Implications

10. No implications.

Climate Implications

11. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

12. No implications at this stage – the Comptroller and City Solicitor is providing input on the draft partnership agreement.

Risk Implications

13. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

14. No impact.

Security Implications

15. Security implications are monitored and recorded through the Departmental Risk register.

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Committee(s): Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Date(s): 12 February 2024
Subject: Hampstead Heath Constabulary Update	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 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
Report of: Executive Director, Environment	For information
Report author: Assistant Director, North London Open Spaces	

Summary

This report provides Committee Members with an update on the Hampstead Heath Constabulary (“the Constabulary”) operations since the previous report on 28 November 2023 and seeks to address queries raised at the previous meeting.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Hampstead Heath, Highgate Wood and Queen’s Park Management Committee approval

1. On the 27th November, the Hampstead Heath, Highgate Wood and Queen’s Park Management Committee approved the proposal presented in the Constabulary Committee Report, to reconfigure the Constabulary team to a single team of six Ranger Constables managed by a Senior Ranger (Enforcement). The Constabulary management team can now move forward and start the process of recruiting new Ranger Constables in January 2024. In addition, we will be initiating a training programme to ensure that the new Constables and existing team are fully prepared for the Spring and Summer season. This training will include First Aid, Officer Safety Training, Customer Care, Diversity Awareness, and Safeguarding.

2. Sickness remains an issue for the team, with four members of the team now off work. We are continuing to use the Parkguard service while we recruit new Constables and train them up to a level where they can be fully operational.

Questions raised by the Hampstead Heath, Highgate Wood and Queen's Park Management Committee at the meeting on the 27th November relating to the Constabulary Report.

Role of the Hampstead Heath Constabulary

3. The Constabulary are not part of the Metropolitan Police or the City of London Police. They are not police officers and their authority as constables is limited to specific purposes; it does not extend to the enforcement of the general law. The overall objective of the Constabulary is to provide a professional, efficient and effective Constabulary service for Hampstead Heath, Highgate Wood, and Queen's Park, and to educate its visitors and users on appropriate and responsible behaviour, to engage with users and stakeholders, and to enforce byelaws, deter and prevent anti-social behaviour, and reduce the fear of crime through a range of tactics of which visible high-profile patrolling is the most prominent. The approach adopted in achieving this objective is through engagement, education and ultimately enforcement. The Constabulary provides a vital role in the safe management of large events across the open spaces and maintain an excellent relationship with the Metropolitan Police, London Ambulance Service, the Air Ambulance (HEMS), and London Fire Brigade enhancing the effectiveness of all those organisations when attending incidents across the open spaces.
4. Hampstead Heath was vested in the Corporation by the London Government Reorganisation (Hampstead Heath) Order 1989, which also conferred a number of statutory powers on the Corporation in relation to that open space. Under article 18 of the schedule to the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967 ("the 1967 Act"), the Corporation:

"...may procure officers appointed by them for securing the observance of the provisions of all enactments relating to open spaces under their control or management and of the byelaws and regulations made thereunder to be sworn in as constables for that purpose but any such officer shall not act as a constable unless in uniform or provided with a warrant."
5. The Constabulary also patrol and carry out enforcement duties in relation to Queen's Park and Highgate Wood. In that case they are operating under the authority of section 16 of the Corporation of London (Open Spaces) Act 1878 ("the 1878 Act"). This section was applied to Queen's Park and Highgate Wood by section 9 of the Highgate and Kilburn Open Spaces Act 1886, and provides that:

"Every reeve, assistant reeve, bailiff, and keeper and other officer appointed by the Corporation from time to time for securing the better execution of their said

powers, regulations, and byelaws shall have all such powers and privileges and be liable to all such duties and responsibilities as any police constable has and is liable to within the police district in which the common, commonable land, or open space, in relation to all or any part whereof such reeve or other officer is appointed, is situate: Provided always, that no such officer shall act as a police constable unless he be in uniform, or, if in plain clothes, be provided with his warrant.”

6. For the purposes set out above (but not otherwise) the Constabulary have powers of summary arrest in accordance with section 24 of the Police and Criminal Evidence Act 1984 (“PACE”). However, these powers can only be exercised by constables in certain specified circumstances. In relation to Hampstead Heath, the Constabulary have additional powers to seize and detain any person committing a byelaw offence if the name or residence of an offender is unknown and cannot be reasonably ascertained by the constable (Article 19 of the 1967 Act). The Constabulary also have the same powers of arrest as any member of the public in the circumstances described in section 24A of PACE, or in relation to a breach of the peace. They may also use reasonable force in making an arrest or in the prevention of crime, in accordance with section 3 of the Criminal Law Act 1967.
7. In most cases the role of the Constabulary involves providing a visible presence and deterrent, offering advice, gathering evidence of byelaw offences, etc., taking details of suspected offenders so that they can be summonsed and issuing fixed penalty notices (“FPNs”) where authorised to do so under a statutory framework e.g. section 11 of the City of London Corporation (Open Spaces) Act 2018 (“the 2018 Act”).
8. The Constabulary work in close partnership with the Metropolitan Police, sharing information and passing on details of all suspected serious criminal offences for further investigation. Historically, the City of London Police provided uniform, equipment and training to the Constabulary, when needed, but that has not occurred recently and is not sought in the future.
9. Also attached with this report as Appendix 1 is the Hampstead Heath Constabulary Engagement, Education and Enforcement Plan 2015—2018 which now needs to be renewed, but provides useful sections on Vision, Values and Environment. The Plan was written at a time when the team comprised a Manager, two Sergeants and ten Constables, so any updated plan will need to give careful consideration to a much-reduced staff resource.

Relationship between the Hampstead Heath Constabulary and the City of London Police

10. Please refer to paragraph 8, above.

Relationship between the Hampstead Heath Constabulary and Ward Metropolitan Police Teams

11. The Acting Constabulary Sergeant confirmed that the Constabulary works collaboratively with Camden MPS Officers on a number of crime control initiatives, including improving CCTV coverage on the perimeter of the Heath.
12. The Sergeant also confirmed that the Constabulary have access to the Camden MPS' 'Airwave' to improve intelligence sharing, and the Constabulary Team are meeting with Camden's MPS Team twice weekly. In regard to the specific question raised by a Committee Member on patrolling at Highgate Wood and Queen's Park, the Constabulary Sergeant reported that patrols were still being deployed to Highgate Wood and Queen's Park, but with very limited staff resources the Team are unable to carry out daily patrolling.

Hampstead Heath Constabulary efforts to manage the situation on the West Heath

13. The previous Constabulary Manager established the Sexual Activity Working Group (SAWG) and this group comprised of Camden's MPS LGBT Team, a representative from the Heath and Hampstead Society, the Terence Higgins Trust, Camden's Outreach Team, and the NLOS Management Team. The SAWG met quarterly and were able to assist the Constabulary in engaging with and managing through collaboration with the Camden MPS LGBT team, the Public Sex Environment on the West Heath. The SAWG group meetings stopped during the pandemic and have not been reinstated. The Constabulary can consider reinstating the SAWG group.
14. The West Heath continues to be cleansed by the Heath Ranger Team, and there has been a marked increase in drug use evidenced of used syringes and other discarded drug packaging. Records of syringes found are kept by the Heath Ranger Team and found syringes are collected and disposed of through a specialist waste company. Rangers are trained in the safe handling of syringes.

Status of the Hampstead Heath Constabulary Annual Reports

15. While Constabulary Annual Reports have not been produced since 2017, the Constabulary will resume preparation of an annual report for the Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood, and Queen's Park Committee, providing a summary of operations and activities and any specific projects that the unit have been involved with over the course of the year. The last annual report was produced in 2017 and is attached as Appendix 2. These reports will be produced in the spring of each year. The Constabulary will continue to provide updates on progress by producing the dashboard reports going forward into 2024.

Constabulary digitised incident reporting

16. The Constabulary is exploring procurement of a new digital platform to capture and report on data. The current platform does not allow for the easy preparation of reports, and we are exploring options that will be a better fit for our operation and allow for us to provide details reports that allow for ease of analysis and presentation of trends. We will provide updates to this Committee in due course.

Hampstead Heath dog licensing update

17. In April 2022, the Hampstead Heath dog licensing scheme was launched using the new powers in section 10 and the Schedule to the 2018 Act. Applications were available online through the Corporation's website. Between April and May 2022, there were a total of 136 applications for licences. Thirty-one twelve-month licences were purchased and issued. The following April and May of 2023 saw a further fifty-five applications, resulting in the issue of fifteen licences. It should be noted that the administration and monitoring of the current licences has been subject to some disruption due to staffing constraints at the Constabulary, which we expect to improve with the addition of new Constables.

Emergency out of hours procedure and contact numbers in the event of an emergency.

18. The Constabulary is currently only working one shift. We are providing the following information to ensure that the public and stakeholders understand how to contact the Constabulary.

- Phone number: 0208 340 5260
- Shifts: The Constabulary operates a winter shift for the months of December and January, starting at 11:00am and finishing at 7:00pm. Please contact the Constabulary at the number above during these times.
- For any emergencies outside of these hours, please call 999 and seek assistance from the Camden Metropolitan Police Services (MPS).
- Emergency calls to the 0208 340 5260 line outside of the 11:00am to 7:00pm shift will receive a recorded message providing instructions what to do in the case of an emergency.

Parkguard support

19. As previously reported to this Committee, we have used the services of Parkguard - a National Police Chief's Council-approved company operating in and around London and operating at a number of other City of London sites – to provide supplemental support to the Constabulary while we have vacancies and multiple staff on sick leave. Parkguard has been successfully deployed since early July 2023. They provide two levels of staff: a police-accredited officer and a community engagement officer. Once we have the full complement of Ranger Constables in post, we can phase out the Parkguard support. We anticipate using Parkguard episodically in 2024 to support the Constabulary at busy periods during the summer

and other periods if needed.

Dashboard reports for October and November

20. The dashboard reports for October and November are attached as Appendices four and five with this report. November has proved a quieter month generally compared with October, with a reduced number of incidents and fifty percent less calls for assistance from members of staff. Anti-social behaviour by young people after school at Parliament Hill Café continues to be an issue requiring interventions by the Constabulary and Parkguard. There have been a small number of bicycle and mobile phone thefts around the Lido and Parliament Hill Fields as well, and there have also been a significant number of indecent exposure incidents at the Vale of Health, West Heath and Golders Hill Park.
21. The Constabulary continue to build a strong collaborative relationship with Camden MPS team as referenced in paragraph nine, and Anti-Social Behaviour (ASB) warning notice training is planned for the end of January as a joint initiative between the Constabulary and the Camden MPS team.

Corporate & Strategic Implications

22. 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: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environment.
23. The projects and works outlined in this report contribute towards the achievement of the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of People taking care of the Heath.

Financial Implications

24. Procurement of a new digital platform as noted in paragraph 16 may lead to additional costs which will need to be met from your Committee's local risk budget. Costs will be incurred for the use of Parkguard when needed.

Resource Implications

25. No impact foreseen.

Climate Implications

26. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted

within the Natural Environment Division.

Legal Implications

27. Legal comments are contained within the body of the Report.

Risk Implications

28. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

29. No impact.

Security Implications

30. Security implications are monitored and recorded through the Departmental Risk register.

Appendices

- Appendix 1: Hampstead Heath Constabulary Engagement, Education and Enforcement Plan 2015—2018
- Appendix 2: Constabulary Annual Report 2017
- Appendix 3: Constabulary Dashboard November 2023
- Appendix 4: Constabulary Dashboard December 2023

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Hampstead Heath

Registered Charity

Hampstead Heath Constabulary

Page 95

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

Engagement, Education and
Enforcement Plan 2015—2018

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

About Hampstead Heath

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

Biodiversity in the city

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

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

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

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

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

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

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

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



What is the Hampstead Heath Constabulary

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

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

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

Page 97



The Hampstead Heath Constabulary is made up of:-

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

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

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

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

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

Vision, Values and Environment

Vision

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

The Constabulary team will achieve this through;

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

Values

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

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

Environment

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

1. Parliament Hill

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

2. Golders Hill Park

Zoo, Café, Tennis Courts

3. Ponds

Mens, Ladies and Mixed Bathing Pond and angling ponds

Performance Highlights

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

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

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

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

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

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

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



Priorities

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

Priority Performance Indicators

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

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

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



Contact Information

The Constabulary can be contacted on the following number

By telephone: 020 8340 5260

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

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

Face to face

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

Email: HH-Constabulary@cityoflondon.gov.uk

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

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

Email: HH-Constabulary@cityoflondon.gov.uk

Web: www.cityoflondon.gov.co.uk/hampsteadheath

Twitter: www.twitter.com/CityCorpHeath

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Committee	Dated:
Hampstead Heath Consultative Committee	19 June 2017
Subject: Annual Report on Hampstead Heath Constabulary for the period 1 April 2016 to 31 March 2017	Public
Report of: Superintendent Hampstead Heath	For Discussion
Report author: Richard G Gentry, Open Spaces & Heritage Department	

Summary

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

Recommendations

It is recommended that:

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

Main Report

Background

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

Current Position

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

Circus

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

subsequent publication on 'You Tube' type media sites. It is to the credit of the Team that no serious incidents took place.

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

First Aid

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

Missing people

12. The Heath and associated open spaces, by their nature often become a venue of choice for those most vulnerable within society. Throughout the year the HHC received reports of and assisted in the safe searches of 106 missing people.

Drones

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

Partnership Working

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

transmissions. Such transmissions are regulated by the highest levels of security and allowing HHC this access is clear proof of the professionalism of the Team and the benefit to the MPS. The MPS have recently implemented a new control and dispatch radio system for their own resources that forms part of their Borough amalgamation work. HHC ensured they were incorporated into these changes and Airwaves Direct UK are currently reprogramming HHC radios to ensure continuity of use.

17. Links are also kept strong through engagement in local Safer Neighbourhood Panels and residents meetings.

Providing an Effective Frontline Service

18. HHC continues to provide an effective and efficient policing service across Hampstead Heath, Highgate Wood and now Queen's Park. During 2016/17 Officers dealt with 2,513 separate incidents, including dealing with medical emergencies and fatalities. This can be extremely stressful for Officers but, as ever, they demonstrated their resolve and professionalism.

19. The Lido Response Plan is reviewed by the Sergeants each year and continues to be used by the HHC and Lido staff to manage visitor behaviour within the facility. Effective use of this plan prevented any incidents of serious anti-social behaviour throughout this reporting period. On three occasions a knife arch deployed at the entrance to the Lido. Use of the arch is resource intensive however; it is a deterrent and helps to enforce the message that anti-social behaviour will not be tolerated.

20. A Sergeant is currently leading a project within the Division to design and implement a 'Trigger Event' plan. This will create a bespoke process for the identification and enhanced management of those few days a year when visitor numbers and risk to safety are significantly increased. This is usually due to heatwave weather conditions. This plan will roll out during the summer season of 2017.

21. At the beginning of the year the HHC undertook an internal review aimed at enhancing its patrol and enforcement strategy to focus on those issues that affected visitors most. Certain byelaws were given priority and some ancillary activity was ceased.

22. At the end of the year this change in focus produced the following outcomes;

- Cases of illegal cycling resulting in enforcement – 656 (an increase of 58%)
- Cases of poor dog control resulting in enforcement – 158 (an increase of 151%)
- Court prosecutions – 27 (an increase of 117%)

Reports of Misconduct

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

Constabulary Performance Objectives

24. HHC dealt with 2,154 enforcement actions in total representing an increase of 28%. This comprised of 5 arrests, 27 summary prosecutions, 1,409 formal warnings and 714 stop accounts. HHC Performance Statistics are detailed in Appendix 1.
25. 23 cases were heard at Magistrates Court with a successful outcome and 4 cases are still to be heard. (Appendix 2).

Recommendations and Proposals for 2017/18

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

Corporate & Strategic Implications

29. The work of the HHC during 2016/17 continues to meet the City of London Corporate Plan 2015 – 2019, Strategic Aims “*To provide valued services, such as education, employment, culture and leisure, to London and the nation.*”
30. The work of the Constabulary meets with the Departmental Strategic Objectives by “Widening and developing what we offer to Londoners through education, biodiversity and volunteering”.

Implications

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

Conclusion

32. This report sets out the breadth of work undertaken by the HHC in 2016/17 in providing a professional, efficient and effective service for Hampstead Heath. The

relatively low level of serious crime and anti-social behaviour on the Heath demonstrates the effectiveness of the uniformed presence of the Constabulary in reassuring visitors and deterring crime.

Appendices

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

Richard G Gentry

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

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Incident Patrol Type

CODE		Count of patrols relative to work plan priorities
PAC	No cycling - targeted patrols in non cycling areas and pathways	54
PAA	Dog control - intelligence led targeted patrols	41
PAM	Reduce sexual offences by targeted patrols	28
PAM	PSE patrols	44
PAK	Reduce instances of ASB by targeted patrols	118
PAJ	Reduce serious crime by targeted patrols	37
MO2	General patrols	145
PAI	Targeted patrols of swimming facilities	66
RQC	Indecent Exposure	3

Locations of Patrols

Hampstead Heath, GHP, Sandy Heath, Heath Extension, Queens Park
 Hampstead Heath, Heath Extension, GHP, Queens Park
 Sandy Heath, South Meadow, West Heath
 West Heath, GHP
 Hampstead Heath, Heath Extension
 Hampstead Heath
 Hampstead Heath, Queens Park, Heath Extension, GHP, Sandy Heath
 Hampstead Heath Ponds
 Heath Extension, Hampstead Heath, GHP

Byelaw Offences committed Relative to incident types

CODE	BYELAW OFFENCE		Result	Location	Times of byelaw Offences
PAK	Byelaw 32 committing a nuisance contrary to public decency and propriety	x4	Recorded Formal warning	Pier - Hampstead #1 Pond	15:30hrs - 19:00hrs
PAK	Byelaw 9 No person shall remain in area after closing times	x2	Recorded Formal warning	Parliament Hill & Pryors Field	17:00hrs - 18:30hrs
PAI	Byelaw 41 no person shall bath or engage in fishing without consent	x8	Recorded Formal warning	Heath Ponds	15:30hrs - 18:30hrs
PAA	Byelaw 17 no person shall leave a vehicle unattended or after closing hours	x3	Recorded Formal warning	EHCP, Lido CP & JSCP	20:30hrs - 19:00hrs
PAC	Byelaw 13 no cycling on paths or areas unless apporoved for that purpose	x2	Recorded Formal warning	Sandy Heath & Heath Extention	13:30hrs - 17:30hrs
PAL	Byelaw 8 no person shall Camp out in any open space without consent	x3	Recorded Formal warning	Preachers Hill & Mixed Pond Meadow	12:30hrs - 16:30hrs
PAH	Byelaw 4/5 no person shall climb into or onto enclosed or prohibited area	x1	Recorded Formal warning	Hampstead Heath Ponds and #1 Pond Wier	15:20hrs - 19:00hrs

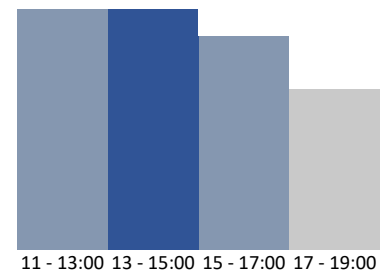
Criminal offences reported and/or assisted MPS/LAS

CODE	OFFENCE	No. INCIDENTS	ACTION/ENGAGEMENT	Location	Times of criminal related offences and assistance
RRC	Robbery	4	Bike theft at Lido and phone snatching around PH fields		13:30hrs - 17:30hrs
MO2/MO3	Medical Emmergenci	5	Members of the Public suffering various injuries whiles on the Heath. Transported to Royal Free Hospital		12:00hrs - 19:00hrs
RBT	Drug related	3	x2 Males found unresponsive at West Heath, LAS attended. Suicidal Female found by Hamstaed #1 Pond, Met attended		16:00hrs - 21:30hrs
PAK	ASB	28	School Kids smoking cannabis aorund PH Café area and also throwing fireworks in the direction of other park users		13:30hrs - 21:00hrs
RQC/PAM	Indecent Exposure	11	Report from the MPS regarding x3 separate indecent exposure aound VoH, West Heath and GHP		16:30hrs - 21:00hrs

Other deployment/actions

TYPE	NUMBER
Missing persons assist. Search	8
Community Engagements - Fun Fair - static visits	11
Dog Walking Licence Enagement patrols	43
Facility collections	5
Homeless persons intervention	6
Telephone calls from Public	318
Telephone calls from Staff	32
Radio calls from staff	127
Email to HHC web address	58
MPS Airwaves Calls	61

Overall break down of byelaw/criminal offences



Page 109

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Incident Patrol Type

CODE		Count of patrols relative to work plan priorities
PAC	No cycling - targeted patrols in non cycling areas and pathways	49
PAA	Dog control - intelligence led targeted patrols	31
PAM	Reduce sexual offences by targeted patrols	61
PAM	PSE patrols	41
PAK	Reduce instances of ASB by targeted patrols	73
PAJ	Reduce serious crime by targeted patrols	42
MO2	General patrols	132
PAI	Targeted patrols of swimming facilities	58
RQC	Indecent Exposure	13

Locations of Patrols

Hampstead Heath, GHP, Sandy Heath, Heath Extension, Queens Park
 Hampstead Heath, Heath Extension, GHP, Queens Park
 Hampstead Heath & West Heath
 West Heath, GHP
 Hampstead Heath, Heath Extension
 Hampstead Heath & West Heath
 Hampstead Heath, Queens Park, Heath Extension, GHP, Sandy Heath
 Hampstead Heath Ponds
 Hampstead Heath, West Heath & Hill Garden

Byelaw Offences committed Relative to incident types

CODE	BYELAW OFFENCE	Result	Location	Times of byelaw Offences	
PAK	Byelaw 32 committing a nuisance contrary to public decency and propriety	x6	Recorded Formal warning	West Heath & Sandy Heath	12:30hrs - 18:00hrs
PAK	Byelaw 31 no person shall make any fire or discharge fireworks	x2	Recorded Formal warning	Sandy Heath & West Heath	16:00hrs - 20:00hrs
PAI	Byelaw 41 no person shall bath or engage in fishing without consent	x5	Recorded Formal warning	Heath Ponds	15:30hrs - 20:00hrs
PAC	Byelaw 13 no cycling on paths or areas unless approved for that purpose	x3	Recorded Formal warning	Sandy Heath & Heath Extension	13:00hrs - 18:00hrs
PAL	Byelaw 8 no person shall Camp out in any open space without consent	x7	Recorded Formal warning	Sandy Heath, Preacher Hill & VoH	14:30hrs - 17:30hrs
PAH	Byelaw 4/5 no person shall climb into or onto enclosed or prohibited area	x9	Recorded Formal warning	Hampstead Heath Ponds and #1 Pond Wier	13:30hrs - 20:00hrs

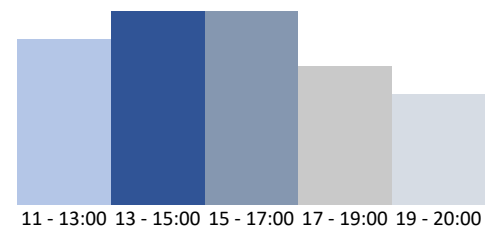
Criminal offences reported and/or assisted MPS/LAS

CODE	OFFENCE	No. INCIDENTS	ACTION/ENGAGEMENT	Location	Times of criminal related offences and assistance
RRC	Robbery	16	Increased Patrols carried out around the locations - Parliament Hill Fields, Kite Hill & Boating Pond		16:30hrs - 20:00hrs
RBT	Drug related	3	Intoxicated Female by Highgate #1 Pond, 2x Males under the influence of certain drugs. LAS & MET attended.		18:30hrs
PAK	ASB	13	Unauthorised Swimming after closing times, Illegal parties with Loud music - Mens Pond & Kite Hill		19:00hrs - Early hours
RQC	Indecent Exposure	11	Males exposing themselves to Park Users at West Heath, Hill Garden and Hampstead Heath		17:00hrs

Other deployment/actions

TYPE	NUMBER
Missing persons assist. Search	12
Community Engagements - Fun Fair - static visits	20
Dog Walking Licence Engagement patrols	43
Facility collections	7
Homeless persons intervention	3
Telephone calls from Public	211
Telephone calls from Staff	39
Radio calls from staff	181
Email to HHC web address	21
MPS Airwaves Calls	32

Overall break down of byelaw/criminal offences



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Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 12/02/2024
Subject: Operational Finance Progress Report (Period 9 April - December) 2023/24 – Hampstead Heath, Highgate Wood and Queen's Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
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
Report of: Chamberlain	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as @ period 9 (April – December) 2023/24 for your Committee's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information for the divisions of service and Charities which fall within the remit of your Committee.

This report does not specifically concentrate on just charity finance in isolation, as this work will be part of the ongoing Charity Review and will be developed in conjunction with that project. As part of the Charity Review, future training sessions will be designed for both Members and Officers on key aspects of charity finance. This report is designed to also report on budgetary management issues that the Interim Executive Director Environment is responsible for to successfully manage the operations and finances of your Committee which sits within the Natural Environment Division.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

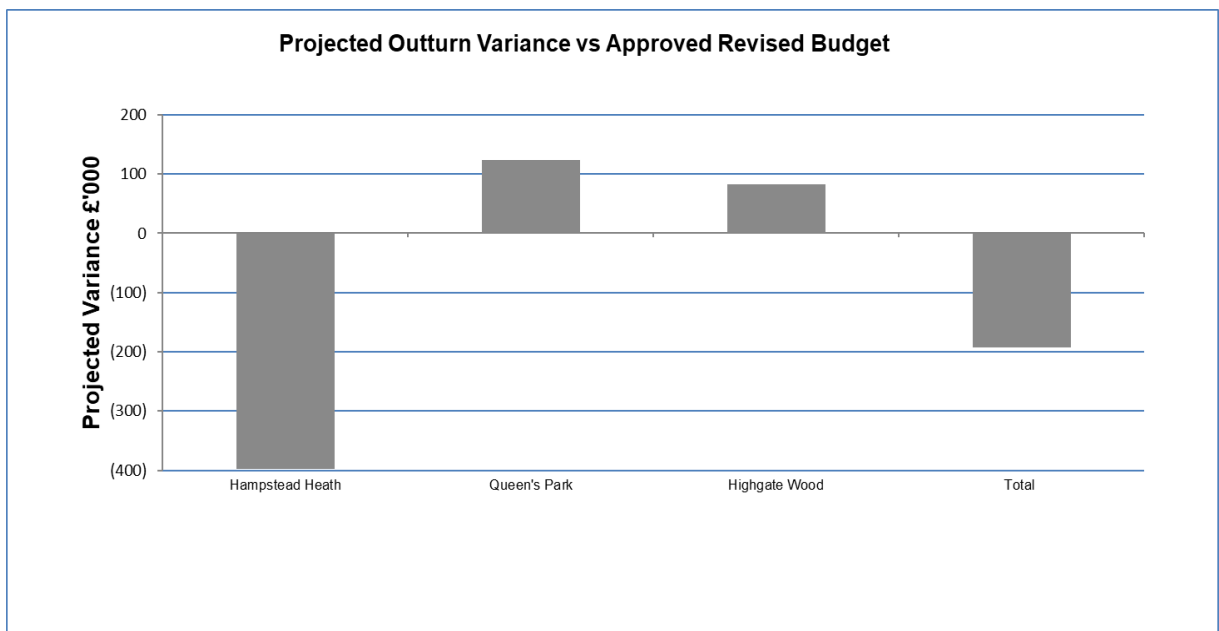
1. In order to improve financial reporting to your Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue and capital budgets and other financial information needed to allow greater scrutiny of the financial performance of the various divisions of services and Charities within the Natural Environment Division that report to your

Committee, to ensure they remain within the Interim Executive Director Environment’s local risk resources for 2023/24.

- To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a quarterly basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.

Local Risk Revenue Forecast Outturn 2023/24

- The divisions of service and Charities that fall within the remit of your Committee has an overall net local risk expenditure revenue budget of £4.571m as reported at the end of December 2023. The current forecast outturn for 2023/24 as @ period 9 (December) is £4.763m, a forecast year-end overspend of £192k.
- In the graph below, the forecast outturn budget performance by each individual division of service within your Committee is listed. The overall local risk forecast position currently projects an overspend of £192k (4.20%) for your Committee at year end against the approved revised budget. This represents a worsening of £660k in the projected local risk budgetary position for 2023/24 compared with the projected outturn to the end of September 2023 of £468k underspend, reported previously to your Committee. Appendix 1-3 sets out a more detailed financial analysis of each individual division of service reporting to your Committee, including reasons for significant budget variations.



Notes:

- Zero is the baseline approved revised budget for each Division of Service.
- Graph shows projected outturn position against the approved revised budget.
- A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
- A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
- Forecast outturn is £4.763m, representing a projected overspend of £192k against the approved revised budget of £4.571m.

5. The current projected net overspend on your Committee's local risk budget is largely attributable to an adverse variance of £397k relating to Hampstead Heath. This overspend is explained by:
 - Projected £322k additional contribution from the local risk budget to help fund additional costs on the Parliament Hill Athletics Track capital project, with the remaining £76k shortfall on the capital project proposed to be funded from City's Estate reserves. This is subject to approval from Resource Allocation Sub Committee (RASC).
 - Additional £263k expected to be incurred on fees and services. This is attributable to additional costs due to contractors for the provision of security staff and additional professional fees being required for the Parliament Hill Masterplan.
 - £114k overspend on equipment and materials relating to the purchase of swimming pool cleaning equipment as well as costs needing to be incurred on essential health and safety maintenance expenditure.
 - Additional water costs are currently forecast to be £96k overspent compared to budget due to additional usage of the facilities over the summer months.
 - Reduced income from contributions is currently forecast to be £61k less than budgeted as a result of decreased income from grants and donations compared with the previous year, plus lower income from sales is forecast to be £60k less than budgeted for 2023/24 due to a reduction in sales volumes.
6. The projected overspend on Hampstead Heath's local risk budget is partly mitigated by an additional £475k income expected to be generated from the Ponds and Lido, as well as an extra £60k in income from parking fees. The overall overspend at Hampstead Heath is also partly offset by expenditure savings relating to staffing costs £45k, transport related expenditure £41k and grounds maintenance cost savings £34k.
7. Meanwhile, the current local risk net overspend projected for your Committee is mitigated by a forecasted underspend of £123k on the local risk budget at Queen's Park. This is predominantly explained by savings on staffing costs as a result of vacant posts as well as additional income generated from fees and services such as memorial seats and fairground licenses. The current underspend at Queen's Park is partly offset by lower than budgeted income generated from rents.
8. Finally, there is projected to be an underspend of £82k at Highgate Wood. This can largely be explained by underspends on salaries due to vacant posts with new roles in the TOM2 structure unlikely to be recruited to until later in the financial year. The underspend is however partly offset by reduced income from rents as well as additional repairs and maintenance costs likely to be required before the end of March 2024.

Local Risk Actual Position to Date

9. Appendices 4 and 5 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for your Committee.
10. Appendix 4 highlights that your Committee has received actual income to date of £3.085m against a budget to date of £2m, a favourable variance of £1.085m. This primarily relates to Hampstead Heath and can be explained by additional income generated from the Lido and Ponds as a result of increased usage of the facilities, plus additional income achieved from parking in the current financial year to date.
11. Appendix 5 highlights that your Committee has incurred actual expenditure to date of £5.97m against a budget to date of £5.65m, an unfavourable variance of £320k to date.
12. The main expenditure variances relate to Hampstead Heath where there is a unfavourable position to date of £637k mainly due to additional expenditure being incurred on utilities and the purchase of equipment. This is in addition to an overspend on employment costs to date as a result of additional casual staffing costs being required over the summer. Finally, on transport we are also holding actual costs to date which will be transferred to a capital project for the costs of purchasing vehicles.
13. The overspend on expenditure to date is partly mitigated by underspends amounting to £208k and £109k at Queen's Park and Highgate Wood respectively, which is largely attributable to underspends on employment costs as a result of vacant posts. This is in addition to lower than expected costs on supplies and services and grounds maintenance costs at Queen's Park.
14. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.
15. To enable further detailed consideration of the service areas relating specifically to your Committee, Appendices 1-3 detail the individual division of service local risk and central risk monitoring reports to the end of December 2023.

Capital Projects

16. Table 1 below outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Members to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.

17. Out of a current approved budget of £3.024m, £2.758m has been spent or committed to date, leaving a remaining budget of £266k to progress the various projects to the next project gateway or release of further capital funds.

Table 1 – Live Capital Projects

Capital Projects by Division of Service	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
Hampstead Heath, Highgate Wood and Queens Park						
Hampstead Heath - Parliament Hill Athletics Track Resurfacing	2,397,323	1,999,686	0	1,835,239	0	164,447
Hampstead Heath Swimming Facilities - Safety, Access & Security Impr.	1,005,564	1,010,564	138,649	558,860	225,674	87,381
Queens Park Sandpit Refurb & Toilet Rebuild	14,025	14,000	0	0	0	14,000
Queens Park Play Area and Sandpit Replacement of Equipment	149,475	0	0	0	0	0
Total	3,566,387	3,024,250	138,649	2,394,099	225,674	265,828

18. Members should note that it is proposed that the currently projected £398k forecast shortfall in the Parliament Hill Athletics Track Resurfacing project is anticipated to be funded through a £322k contribution from Hampstead Heath's local risk budget for 2023/24 as noted in paragraph 5. This is in addition to a £76k allocation from City's Estate capital contingency monies. Please note that this allocation will require approval from RASC.
19. Please also be aware that the relevant approvals are currently being sought for funding in relation to the Queen's Park Play Area and Sandpit Replacement of Equipment project. It is proposed that this project is funded from a number of sources comprising £55k from City's Estate monies, £45k Community Infrastructure Levy (CIL) funding from the London Borough of Brent and £14k from donations with the remaining £35k being met from your Committee's local risk budget.

Outstanding Invoiced Debts

20. At the end of December 2023, total outstanding invoiced debt for your Committee was £25,900 out of a total debt for the Natural Environment Division (including City Gardens) of £249,412. Relating to your Committee, £6,995 (27%) was over 120 days, £5,131 (20%) was between 60-120 days and £13,774 (53%) was under 60 days.
21. Appendix 6 shows a graphical representation of the total invoiced debts over 120 days outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The top graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.
22. The lower graph analyses the split of this debt across the various divisions of service for your Committee. The majority of the £6,995 outstanding 120 day+ debt balance relates to Hampstead Heath (£6,841/ 98%). This amount primarily relates to £6,253 owed by three customers in relation to football pitch and training sessions. Members may wish to note that £2,164 of this amount has subsequently been settled with the remaining debts currently being pursued by staff at Hampstead Heath.

23. It should also be noted that the level of outstanding debts over 120 days as at December 2023 has reduced by £12,835 compared with the position at the end of September 2023 reported previously to your Committee. This can largely be explained by the writing off of outstanding debts comprising £6,444 in storage licenses and £1,008 in filming fees as well as £2,754 in payments being received from utilities companies to settle outstanding rent and wayleave invoices.

Charity Funds (Restricted, Unrestricted and Endowments)

24. Appendix 7 lists the various restricted, unrestricted and endowment funds held by both charities relevant to your Committee. It details the opening balance for the 2023/24 financial year and any movements up to period 9 (April-December 2023).
25. Movements within reserve funds since the start of the current financial year primarily relates to grant monies for the installation of non-turf pitches being fully spent at Hampstead Heath as well as a £30k CIL contribution from the London Borough of Brent being received to part fund the Sandpit & Playground Improvements project at Queen's Park. This is in addition to donations income being received during 2023/24 which has increased the level of reserves held.
26. At the time this report was written, it should be noted that the external audit of the 2022/23 accounts for individual Natural Environment charities was still taking place and the 2023/24 opening balances shown for each reserve fund in Appendix 7 may be subject to revision.
27. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
 - **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Estate.
 - **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your

free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment:
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

28. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be fully funded from City's Estate. This includes the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the course of the year. It should be noted that any changes to the amount of expenditure incurred or income generated over the course of the year by an individual charity will have an impact on the overall level of deficit funding required by the relevant charity at year end. The amount of deficit funding for each charity is therefore calculated based on its **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
29. Therefore, year on year there are variations in the level of deficit funding received depending upon actual total net running costs incurred for the year. However, at the start of the following year, available budget funding is reset to the levels agreed by your Committee at the estimates review, so as to remain within the resource envelope set by RASC. At no stage is the budget reduced (and potentially the level of deficit funding required) unless agreed by your Committee within this annual process managed and reported by the Chamberlain to gain approval of the annual estimates.
30. The table below details previous year's levels of deficit funding grant made from City's Estate to the two Natural Environment charities within your Committee, with a forecast of that sum currently required for 2023/24. This is broken down by the level of expenditure and income generated by each charity as well as any CWP and capital expenditure funded through City's Estate which comprises the total level of deficit funding required for each charity.
31. The projection for the current financial year is based on the forecast for local and central risk net expenditure (as at the end of December 2023). This is in addition to the estimated cost of recharges and budgets managed by the City Surveyor including CWP projects as well as any capital expenditure projected to be incurred in 2023/24 which is being funded by City's Estate monies. Please note that the amount of deficit funding provided by City's Estate is unique to each

individual charity and deficit funding cannot be used to offset the level of funding provided to a separate charity. Please also be aware that deficit funding figures shown for 2022/23 are currently provisional as the external audit of the individual Natural Environment charities had not been completed at the time that this report was written.

Table 2 – Deficit Funding – 2020/21 to 2023/24

Hampstead Heath	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	8,732	8,772	8,963	9,369
Gross Income	3,009	4,533	4,605	5,776
Cyclical Works Expenditure	738	540	569	266
Capital Expenditure financed through Deficit Funding	152	429	62	3,264
Total Deficit Funding - Hampstead Heath	6,451	5,356	4,842	7,123
Highgate Wood & Queen's Park Kilburn	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	1,387	1,294	1,338	1,437
Gross Income	153	321	233	220
Cyclical Works Expenditure	145	64	165	15
Capital Expenditure financed through Deficit Funding	0	0	0	55
Total Deficit Funding - Highgate Wood & Queen's Park Kilburn	1,364	1,033	1,255	1,287
Committee Total	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	10,119	10,066	10,301	10,806
Gross Income	3,162	4,854	4,838	5,996
Cyclical Works Expenditure	883	604	734	281
Capital Expenditure financed through Deficit Funding	152	429	62	3,319
Total Deficit Funding - Hampstead Heath, Highgate Wood & Queen's Park	7,815	6,389	6,097	8,410

32. As can be seen from the table above, 2022/23 saw a decrease in the level of deficit funding provided by City's Estate to Hampstead Heath compared with the previous year. This can be explained by one-off capital expenditure largely relating to the East Heath Car Park Resurfacing project being financed through deficit funding in 2021/22. This capital expenditure did not re-occur in 2022/23. The increase in deficit funding at Highgate Wood & Queen's Park Kilburn in 2022/23 is primarily attributable to a rephasing of projects falling under the CWP with the increase in expenditure resulting in an increased contribution from City's Estate. This is in addition to a reduction in income generated by the charity compared with 2021/22.
33. The current forecast for 2023/24 indicates an increase in the amount of deficit funding due to be provided by City's Estate to both charities relevant to your Committee compared with the provisional outturn for 2022/23. This can be explained by an increase in the level of gross expenditure currently projected to be incurred by the charities with additional deficit funding being needed to fund increased costs relating to staffing, premises related expenditure and fees and

services costs. The forecasted increase in deficit funding for 2023/24 is also attributable to a projected increase in capital expenditure being funded through City's Estate monies compared with 2022/23. This is largely attributable to funding from City's Estate to meet the cost of the Parliament Hill athletics track and swimming facilities projects at Hampstead Heath.

34. The projected increase in deficit funding for 2023/24 is partly offset by an increase in the total level of income currently forecast to be generated compared with 2022/23. This is explained by an increase in the level of income expected to be achieved from facilities at Hampstead Heath as well as additional income forecast from the Hampstead Heath Trust compared with 2022/23. Contributions from the Trust are assessed on a triennial basis with the level of contribution being increased annually in accordance with the average earnings index. In addition, the projected increase in deficit funding for 2023/24 is partly offset by the rephasing of CWP projects compared with the level of expenditure incurred in 2022/23. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future financial years. The carry-over of unspent balances are reported to the Projects and Procurement Sub-Committee as part of closing of accounts.

Appendices

Appendix 1 to 3 - Hampstead Heath, Highgate Wood and Queen's Park Committee individual Division of Service Local Risk and Central Risk Monitoring Reports @ December 2023 (period 9)

Appendix 4 - Income Performance 2023/24 as @ December 2023 (period 9)

Appendix 5 - Expenditure Performance 2023/24 as @ December 2023 (period 9)

Appendix 6 - Outstanding Invoiced Debt 120 Days as @ December 2023 (period 9)

Appendix 7 – Charity Funds (Restricted, Unrestricted & Endowments)

Contact

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Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

FY 2022/23 Actuals £	HAMPSTEAD HEATH	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
5,010,658	Direct Employees	5,530,000	4,176,879	5,485,000	(45,000)	-1%	1
15,583	Indirect Employees	15,000	24,999	32,000	17,000	113%	
97	Repairs and Maintenance	30,000	29,156	55,000	25,000	83%	2
165,977	Energy Costs	101,000	208,625	101,000	0	0%	3
0	Rent	0	(376)	0	0	0%	
29,102	Rates	54,000	31,023	31,000	(23,000)	-43%	4
131,361	Water Services	64,000	104,465	160,000	96,000	150%	5
54,052	Cleaning and Domestic Supplies	60,000	65,651	95,000	35,000	58%	6
32,773	Grounds Maintenance Costs	87,000	53,021	53,000	(34,000)	-39%	7
413,362	Premises	396,000	491,565	495,000	99,000	25%	
90,685	Transport	111,000	143,350	70,000	(41,000)	-37%	8
260,052	Equipment, Furniture & Materials	146,000	188,238	260,000	114,000	78%	9
261,461	Fees and Services	137,000	141,740	400,000	263,000	192%	10
126,133	Other	80,000	63,255	402,000	322,000	403%	11
647,646	Supplies and Services	363,000	393,233	1,062,000	699,000	193%	
12,828	Transfer to Reserve	0	0	0	0	0%	
6,190,762	Total Expenditure	6,415,000	5,230,026	7,144,000	729,000	11%	
(98,238)	Other Contributions	(74,000)	(7,556)	(13,000)	61,000	-82%	12
(52,255)	Sales	(61,000)	(537)	(1,000)	60,000	-98%	13
(1,341,174)	LIDO	(667,000)	(1,081,251)	(967,000)	(300,000)	45%	14
(176,043)	Ponds	(725,000)	(149,549)	(900,000)	(175,000)	24%	14
(658,096)	Parking	(640,000)	(531,909)	(700,000)	(60,000)	9%	15
(273,518)	Facilities	(193,000)	(709,033)	(193,000)	0	0%	
(10,917)	Film	(69,000)	(21,642)	(23,000)	46,000	-67%	16
(186,797)	Licenses/certificates	(235,000)	(139,146)	(186,000)	49,000	-21%	17
0	Other	0	(26,386)	(26,000)	(26,000)	n/a	
(228,628)	Rents etc	(243,000)	(207,909)	(230,000)	13,000	-5%	
(3,025,667)	Total Income	(2,907,000)	(2,874,917)	(3,239,000)	(332,000)	11%	
3,165,096	Total Net Expenditure - Local Risk	3,508,000	2,355,108	3,905,000	397,000	11%	18
	Central Risk						
206,196	Capital Charges	206,000	0	215,000	9,000	4%	
69,171	Premises	0	0	0	0	0%	
8,500	Supplies and Services	0	0	0	0	0%	
(1,375,547)	Investment Income	(2,256,000)	0	(2,256,000)	0	0%	
(1,091,679)	Total Net Expenditure - Central Risk	(2,050,000)	0	(2,041,000)	9,000	0%	

Notes:

- 1 There is currently forecast to be an underspend due to staff vacancies.
- 2 Additional requirement for repairs and maintenance likely to be needed before the end of March 2024.
- 3 Projected overspend of £177k due to energy price increases will now be met from central contingency.
- 4 Savings on rates and council tax compared to budget.
- Projected overspend on water costs as a result of additional usage being required over the summer months. There is
- 5 forecast to be an overspend based on costs incurred to date.
- Projected overspend due to additional cleaning materials and refuse collection/waste disposal costs being required. The
- 6 level of expenditure will be kept under review.
- 7 There is projected to be an underspend on grounds maintenance costs. The forecast will be kept under review.
- Actual to date primarily relates to purchase of vehicles with the costs due to be transferred to an agreed capital project. This is likely to result in an underspend based on the level of expenditure expected to be incurred for the remainder of
- 8 the year.
- Forecasted overspend due to additional swimming pool cleaning equipment being required as well as health and safety
- 9 equipment maintenance and materials costs.
- Projected overspend due to professional and consultant fees required relating to the Parliament Hill masterplan. This is
- 10 in addition to backdated contractual costs in relation to the Constabulary.
- Forecast includes £322k estimated contribution from the local risk budget towards the cost of the Parliament Hill
- 11 Athletics Track project based on the level of funding currently expected to be allocated by RASC.
- Reduced income projected from donations and grants compared with budget partly explained by self-funded posts in
- 12 the TOM2 structure not having yet been recruited.
- 13 Decrease in sales volumes projected which is expected to lead to less income by year-end.
- Increased LIDO and Ponds income to date due to additional usage over the summer. This is expected to be ahead of
- 14 budget by year-end.
- Income from car parking is currently ahead of profile and on current trends, income is forecast to be ahead of the
- 15 budget at year-end.
- 16 No additional major filming projects are expected to take place during 2023/24 due to limited staff time being available.
- Reduced income from licenses compared to budget and the forecast has been reduced to bring in line with the actual
- 17 from 2022/23.
- There is currently a projected overspend of £397k on the local risk budget. This includes the impact of the potential
- £322k contribution to the Athletics Track capital project. Excluding this contribution, the local risk budget would be
- 18 forecasting a net overspend of £75k.

Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

FY 2022/23 Actuals £	HIGHGATE WOOD	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
295,318	Direct Employees	449,000	238,821	330,000	(119,000)	-27%	1
613	Indirect Employees	0	0	4,000	4,000	n/a	
0	Repairs and Maintenance	0	4,000	12,000	12,000	n/a	2
1,894	Energy Costs	6,000	4,170	6,000	0	0%	
20,313	Rates	20,000	19,500	20,000	0	0%	
5,130	Water Services	3,000	701	3,000	0	0%	
5,083	Cleaning and Domestic Supplies	3,000	2,652	3,000	0	0%	
3,979	Grounds Maintenance Costs	17,000	13,060	15,000	(2,000)	-12%	
36,399	Premises	49,000	44,083	59,000	10,000	20%	
482	Transport	2,000	0	10,000	8,000	400%	
29,541	Supplies and Services	38,000	30,042	38,000	0	0%	
362,353	Total Expenditure	538,000	312,946	441,000	(97,000)	-18%	
(40,222)	Fees and charges	(31,000)	(12,855)	(31,000)	0	0%	
(37,829)	Rents, tithes etc	(51,000)	(30,007)	(36,000)	15,000	-29%	3
(78,051)	Income	(82,000)	(42,862)	(67,000)	15,000	-18%	
284,302	Total Net Expenditure - Local Risk	456,000	270,084	374,000	(82,000)	-18%	
(6,707)	Central Risk External interest	(5,000)	(3,590)	(5,000)	0	0%	
(6,707)	Total Net Expenditure - Central Risk	(5,000)	(3,590)	(5,000)	0	0%	

Notes:

- 1 Projected underspend due to new TOM2 roles not being recruited for until later in 2023/24.
- 2 Additional works likely to be required before the end of the financial year funded through the underspend on staff salaries.
- 3 Reduced income from rent as a result of Tenancy at Wills being in place and the forecast has been amended to bring in line with current monthly billing patterns.

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Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

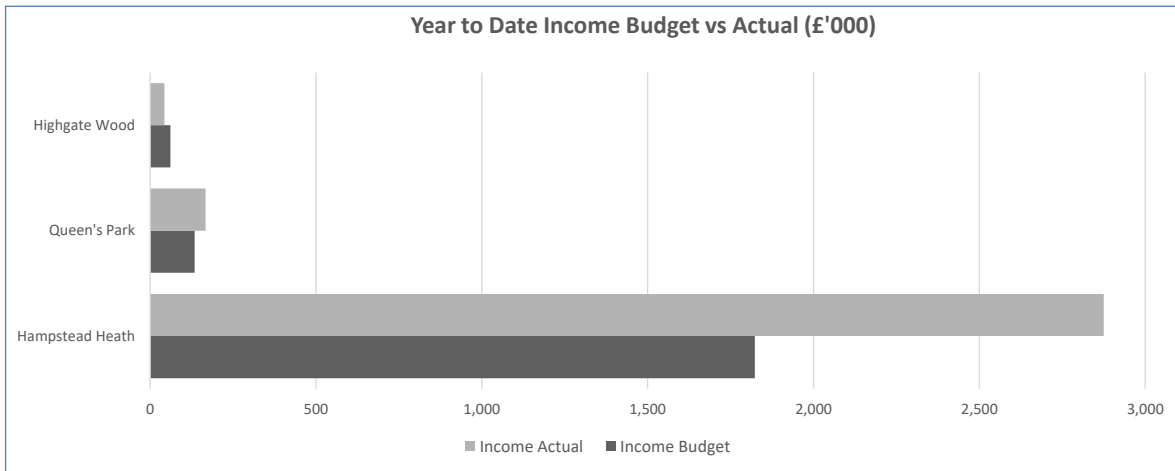
FY 2022/23 Actuals £	QUEEN'S PARK	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
407,393	Direct Employees	630,000	328,989	465,000	(165,000)	-26%	1
1,253	Indirect Employees	1,000	2,064	5,000	4,000	400%	
0	Repairs and Maintenance	0	5,478	0	0	0%	
5,205	Energy Costs	8,000	7,442	8,000	0	0%	
3,148	Rates	3,000	17,665	5,000	2,000	67%	
11,410	Water Services	12,000	6,437	10,000	(2,000)	-17%	
19,643	Cleaning and Domestic Supplies	13,000	4,338	10,000	(3,000)	-23%	
10,201	Grounds Maintenance Costs	24,000	1,934	34,000	10,000	42%	2
49,607	Premises	60,000	43,294	67,000	7,000	12%	
1,228	Transport	2,000	(875)	2,000	0	0%	
53,057	Equipment, Furniture and Materials	48,000	14,165	48,000	0	0%	
15,477	Total Fees and Services	34,000	31,353	34,000	0	0%	
12,417	Other	11,000	7,948	11,000	0	0%	
80,951	Supplies and Services	93,000	53,465	93,000	0	0%	
1,125	Transfer to Reserve	0	0	0	0	0%	
0	Contingency - Savings to be applied	0	0	0	0	0%	
541,558	Total Expenditure	786,000	426,938	632,000	(154,000)	-20%	
(1,155)	Other Contributions (incl. donations)	(11,000)	(30,000)	0	11,000	-100%	3
0	Sales	(5,000)	0	0	5,000	-100%	
(97,903)	Facilities	(93,000)	(92,302)	(100,000)	(7,000)	8%	
(31,517)	Other Fees and Charges	(18,000)	(29,386)	(30,000)	(12,000)	67%	4
(18,000)	Rents etc	(52,000)	(15,000)	(18,000)	34,000	-65%	5
(148,575)	Income	(179,000)	(166,688)	(148,000)	31,000	-17%	
392,983	Total Net Expenditure - Local Risk	607,000	260,250	484,000	(123,000)	-20%	
	<u>Central Risk</u>						
6,150	Supplies and Services	0	0	0	0	0%	
16,488	Capital Charges	16,000	0	16,000	0	0%	
22,638	Total Net Expenditure - Central Risk	16,000	0	16,000	0	0%	

Notes:

- 1 Projected underspend due to savings from staff vacancies and demand for casual staff expected to reduce over the winter.
 - 2 Forecasted overspend attributable to additional grounds maintenance costs being required before the end of March 2024.
- Actual to date relates to funding which will be transferred to part fund the Sandpit capital project. No other donations are currently expected
- 3 during 2023/24.
 - 4 Additional income generated from memorial seats and fairground licenses as well as other sources of sundry income.
 - 5 Reduced income from rent compared with budget and the forecast has been amended to bring in line with the actual from 2022/23.

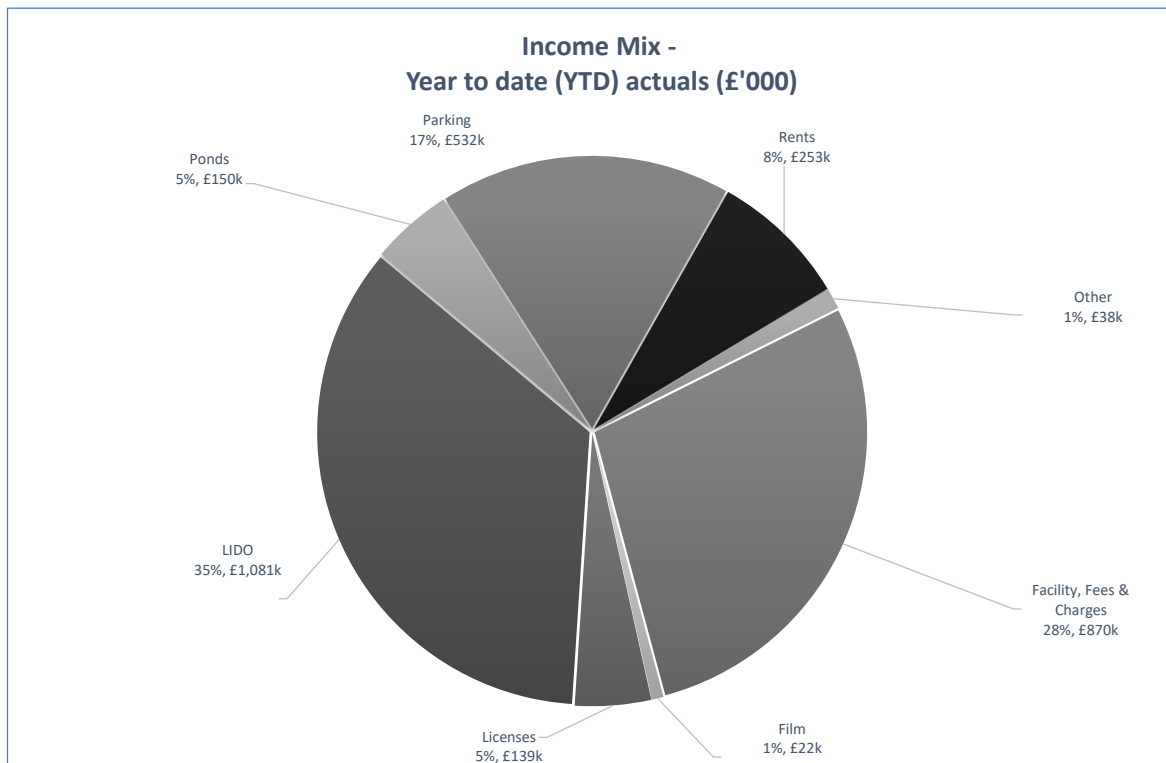
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Hampstead Heath, Highgate Wood and Queen's Park Income Performance 2023/24 - December (Period 9)



Notes:

1. **Hampstead Heath** - majority of the £1.1m favourable variance to date largely relates to Lido and Ponds income due to increased usage over the summer. This is in addition to increased income generated from parking.

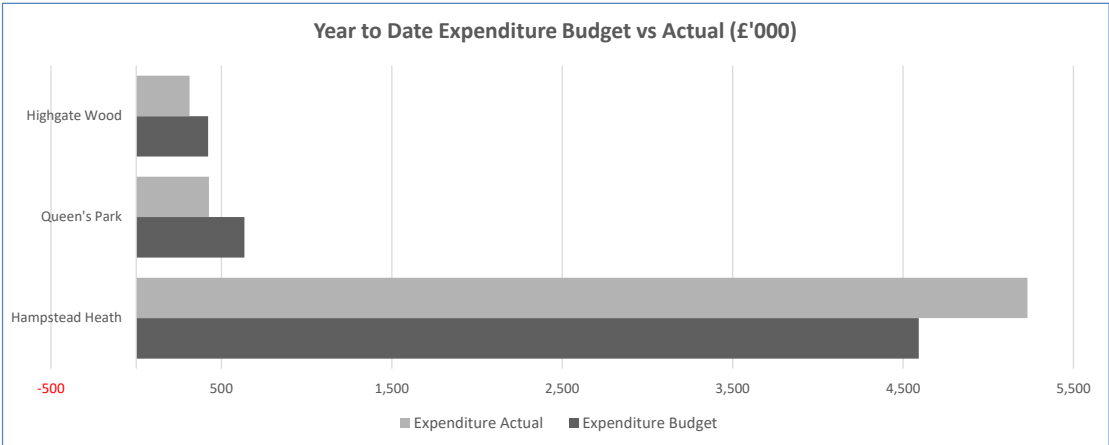


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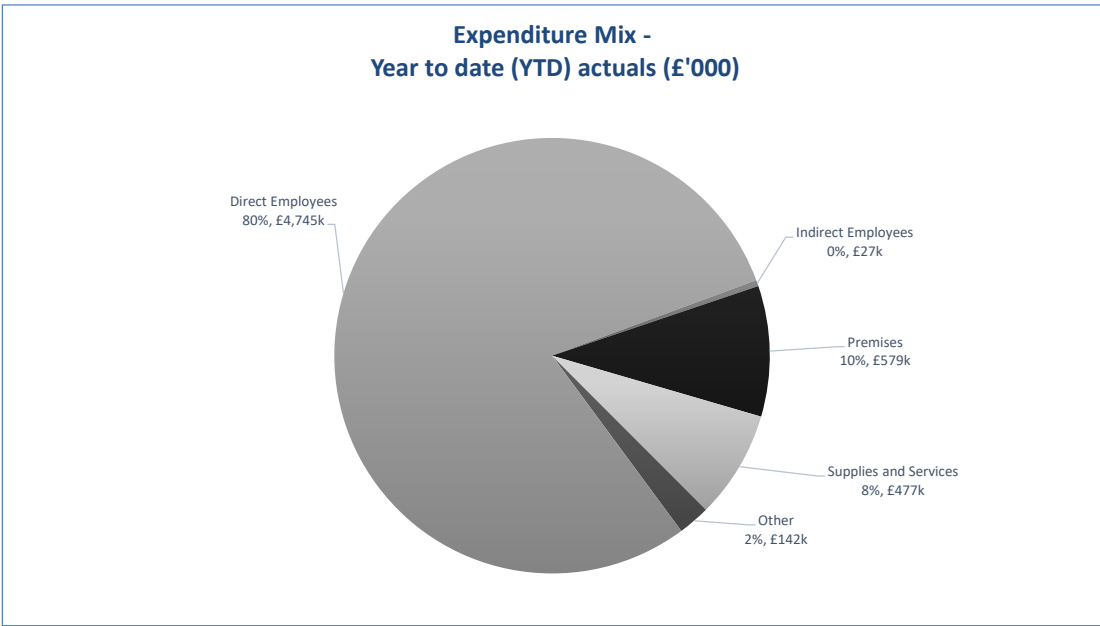
1. Total year to date actual income as @ December (Period 9) = £3.085m

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Hampstead Heath, Highgate Wood and Queen's Park Expenditure Performance
2023/24 - December (Period 9)



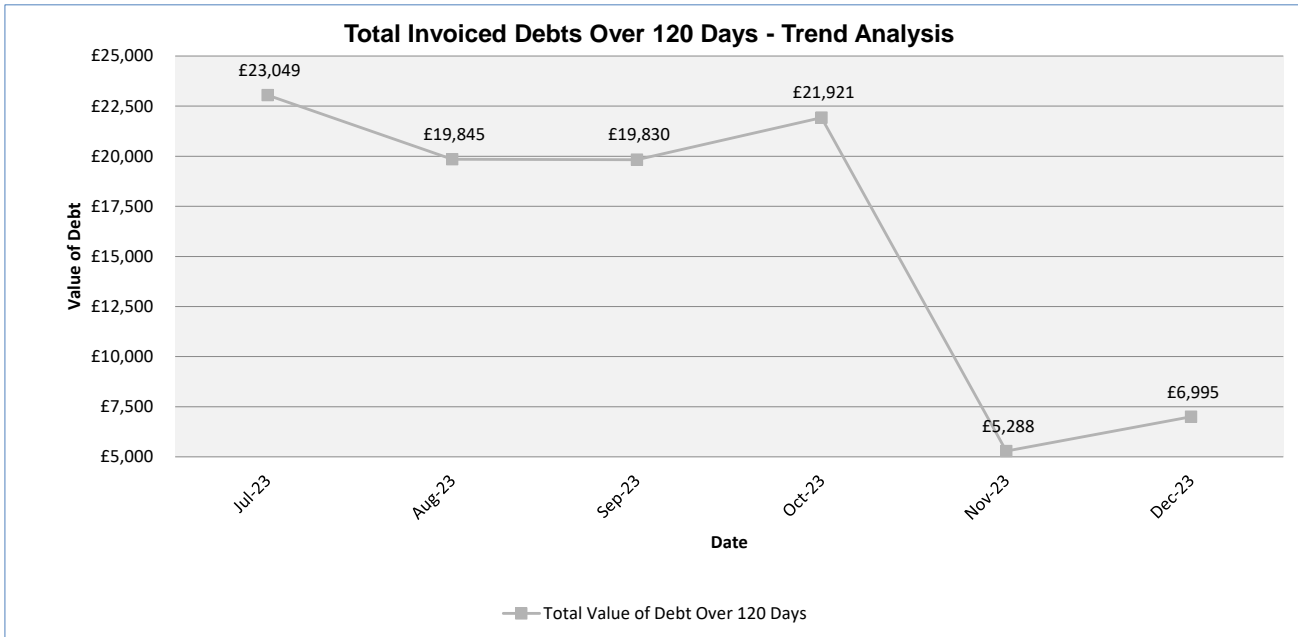
- 1. **Highgate Wood** - underspend of £109k to date due to reduced staffing costs as a result of vacancies.
- 2. **Queen's Park** - £208k underspend on expenditure primarily attributable to employment costs as a result of vacant posts. This is in addition to lower than anticipated spend to date on supplies and services and grounds maintenance costs.
- 3. **Hampstead Heath** - expenditure is currently £637k overspent compared to profile as a result of additional expenditure on utilities and vehicle and equipment purchases. The overspend to date is in addition to extra casual staffing costs being required over the summer months.



- Notes:**
- 1. Total year to date actual expenditure as @ December (Period 9) = £5.970m.
 - 2. 'Other' relates to transport related expenditure.

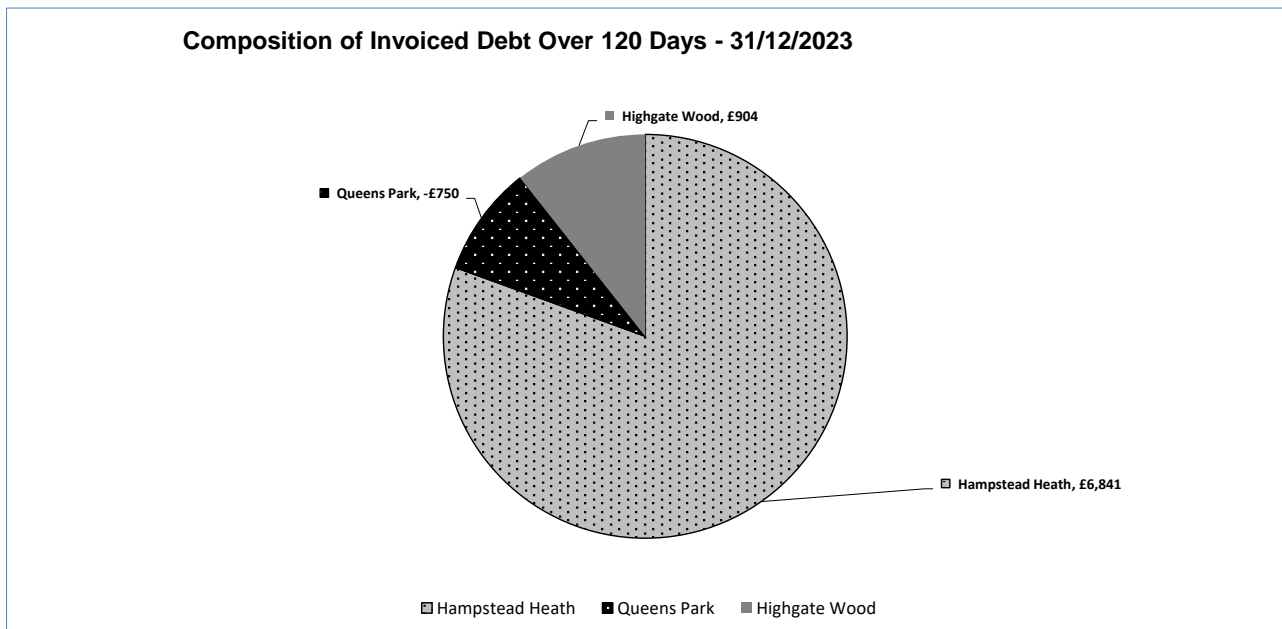
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Hampstead Heath, Highgate Wood and Queen's Park
Outstanding Invoiced Debts Over 120 Days - December (Period 9)



Note:

1. December 2023 total debt over 120 days is £6,995 for Hampstead Heath, Highgate Wood and Queen's Park, an increase of £1,707 on the previous month. The majority of this debt relates solely to Hampstead Heath (£6,841 / 97.8%).



Breakdown of Hampstead Heath, Highgate Wood and Queen's Park debt £6,995

1. £3,214 - football pitch bookings owed by one individual customer
2. £3,039 - football training sessions owed by two customers
5. £742 - numerous other small debtors

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Charity Funds (Restricted, Unrestricted and Endowments) - December 2023 (Period 9)

	Opening Balance 2023/24	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2023/24
	£'s	£'s	£'s	£'s	£'s
Hampstead Heath, Highgate Wood and Queens Park Committee					
<u>Hampstead Heath</u>					
Restricted Income Funds:					
Campaign Donations	18,096	5,573	(910)		22,759
Parliament Hill Outdoor Gym	2,233				2,233
Installation of Non-Turf Pitches	46,845		(46,845)		0
Unrestricted Income Funds:					
General Funds	3,818	1,346			5,164
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Buildings, Infrastructure & Equipment)	19,463,442				19,463,442
Capital Fund	3,331				3,331
Total Hampstead Heath	19,537,765	6,918	(47,755)	0	19,496,928
<u>Hampstead Heath Trust Fund</u>					
Permanent Endowment	34,204,048				34,204,048
Expendable Endowment	769,264				769,264
Unrestricted Income Funds:					
General Funds	730,810				730,810
Total Hampstead Heath Trust Fund	35,704,122	0	0	0	35,704,122
<u>Highgate Wood and Queen's Park</u>					
Restricted Income Funds:					
Campaign Donations - Sandpit & Playground Improvements	14,754	30,000			44,754
Unrestricted Income Funds:					
General Funds	169,582				169,582
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Land, Buildings and Infrastructure)	120,059				120,059
Total Highgate Wood and Queen's Park	304,395	30,000	0	0	334,395
Total Hampstead Heath, Highgate Wood and Queens Park Committee	55,546,282	36,918	(47,755)	0	55,535,445

Note:

The various sub-totals shown within Appendix 7 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

Please note that the external audit of the 2022/23 charity accounts is currently taking place and the above opening balances shown for each reserve fund are subject to revision.

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Committee(s): Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Date(s): 12 February 2024
Subject: Current structure of North London Open Spaces	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 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
Report of: Executive Director, Environment	For information
Report author: Bill LoSasso, Assistant Director	

Summary

This report provides Committee Members with an update on the current structure of North London Open Spaces following the implementation of the Corporation’s Target Operating Model.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Target Operating Model (TOM)

1. The Corporation recently initiated a corporate reorganisation, referred to at the Corporation’s new “Target Operating Model” (TOM).
2. As a result of TOM and a successor effort, TOM2, there is now an updated structure for officer oversight of the charities that comprise North London Open Spaces, including Hampstead Heath, Highgate Wood, Queen’s Park, and West Ham Park.
3. This basic organisation of North London Open Spaces is attached for reference as Appendix 1.

Current structure

4. The Corporation has five corporate departments (Chamberlain's, City Surveyor's, Comptroller and City Solicitor's, Town Clerk's Department, and Remembrancer's Office) and three service departments (Community and Children's Services, Innovation and Growth, and Environment).
5. The Environment Department was formed via the combination of three former departments, including the former Open Spaces Department. It is the largest and most complex department in the Corporation, with over 850 staff working in 25 locations providing key front-line services to the Corporation and beyond and is divided into five divisions (Natural Environment, City Operations, Planning and Development, Port Health and Public Protection, and Business Services).
6. The Natural Environment Division (formerly the Open Spaces Department) - which is led by the Director Natural Environment - manages over 11,000 acres of open space within and beyond London. These open spaces operate as nine charitable trusts and their general purpose is their preservation as open spaces for the recreation and enjoyment of the public. The open spaces are: Epping Forest, Burnham Beeches & Stoke Common, Coulsdon & Other Commons, West Wickham Common & Spring Park, Hampstead Heath, Highgate Wood, Queen's Park and West Ham Park.
7. Within the Natural Environment Division there are five sub-divisions. One of them – North London Open Spaces (NLOS) – oversees Hampstead Heath, Highgate Wood, Queen's Park, and West Ham Park.
8. NLOS operates pursuant to two committees of the Corporation: 1) Hampstead Heath, Highgate Wood, and Queen's Park Committee, and 2) West Ham Park Committee.
9. In addition, the new Natural Environment Board (formerly Open Space Committee) is an overarching policy and strategic body in relation to the activities of the Corporation's Natural Environment Division. The Natural Environment Board is not a management committee, and Hampstead Heath, Highgate Wood, and Queen's Park continue to operate pursuant to the Hampstead Heath, Highgate Wood, and Queen's Park Committee.
10. NLOS is led at the officer level by an Assistant Director (Superintendent), who is responsible for its day-to-day leadership. The management team of NLOS consists of the Assistant Director (Superintendent) and their five direct reports:
 - a. Head of Conservation, whose team is responsible for arboriculture, day-to-day management of Hampstead Heath (excluding Golders Hill Park and Parliament Hill), ecology, conservation, and waste management.
 - b. Head of Operations and Parks, whose team is responsible for Queen's Park, West Ham Park, and the remaining portions of the Heath (Golders Hill Park, Parliament Hill, and all swimming sites and operations). In addition, the Head

of Operations and Parks is responsible for health & safety and other operational matters across NLOS.

- c. Head of Development and Partnerships, who will lead a diverse team responsible for events, communications, volunteering, and income generation and fundraising on the post is filled.
- d. Sergeant, Hampstead Heath Constabulary, who oversees the Constabulary that patrols Hampstead Heath, Highgate Wood, and Queen's Park
- e. Office Manager, whose team provides administrative and other important support services to NLOS, and is line managed directly by the Chief of Staff (Environment) with a dotted line and close working relationship with the Superintendent of NLOS.

11. The organogram in Appendix 1 provides a basic visualisation of this structure.

Financial Implications

12. No impact foreseen.

Resource Implications

13. No impact foreseen

Climate Implications

14. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

15. No impact foreseen

Risk Implications

16. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

17. No impact.

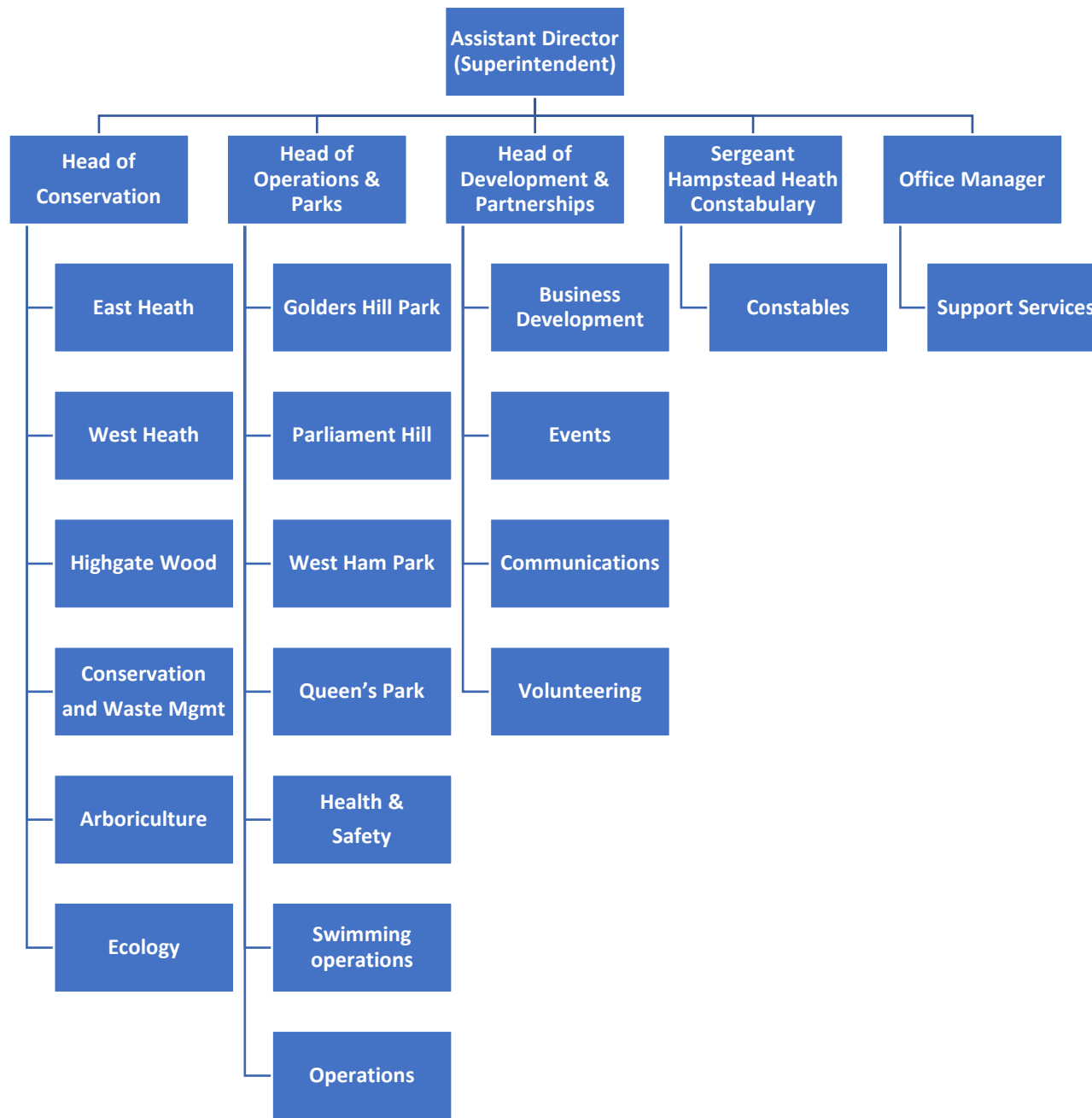
Security Implications

18. Security implications are monitored and recorded through the Departmental Risk register.

Appendices

- Appendix 1 – NLOS organogram (February 2024)

Bill LoSasso
Assistant Director (Superintendent), Natural Environment
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Committee:	Date:
Hampstead Heath, Highgate Wood & Queen’s Park Committee: For Information Natural Environment Board: For Decision West Ham Park Committee: For Information Epping Forest and Commons Committee: For Information	12 February 2024 19 February 2024 19 February 2024 21 March 2024
Subject: Draft High-Level Business Plan 2024/25 – Environment Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director Environment	For Information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report presents the Environment Department’s draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Appendix A). Due to the complexity and scope of the Environment Department, three separate high-level Business Plans have been produced to reflect our three key Committee ‘clusters’. Plans covering the other areas of the Department are being presented to the relevant service committees.

The draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens is being presented to the Natural Environment Board for approval. Once approved, the Plan will be updated in line with any changes requested by the Natural Environment Board and will become the ‘final version’ adopted in April 2024.

The three Natural Environment Management Committees (Epping Forest and Commons Committee; Hampstead Heath, Highgate Wood and Queen’s Park Committee; and West Ham Park Committee) are receiving the Plan for information.

Recommendation

Members of the Natural Environment Board are asked to:

- i. Note the factors taken into consideration in compiling the Environment Department Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens (Appendix A).

Members of the West Ham Park Committee; the Epping Forest and Commons Committee; and the Hampstead Heath, Highgate Wood and Queen’s Park Committee are asked to:

- i. Note this report.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-page Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2024/25, the high-level Business Plan has further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives an overall picture of activity, priorities, stakeholder engagement, trends where applicable, and direction of travel. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.
3. The high-level Business Plans of each department follow a corporately mandated format and set of contents. This enables cross-departmental comparison and identification of dependencies and silos. The Environment Department's high-level Business Plans have been reviewed by a corporate Strategic Planning Group and have been approved by the Executive Leadership Board before being presented to Committees.

Draft final high-level Business Plan for 2024/25

4. This report presents, at Appendix A, the draft high-level Business Plan for 2024/25 for the Natural Environment Division and City Gardens.

a. Prioritisation

The priority workstreams for 2024/25 were identified by the Environment Department's Senior Leaders and their management teams, in consultation with other members of staff. The establishment of these core workstreams enables management teams to set appropriate objectives and action plans to achieve the overarching goals during the year ahead.

Due to the high-level nature of this Business Plan, the workstreams do not include all elements of the teams' work; there is a significant amount of 'business as usual' activity that will continue alongside the priority workstreams. Where possible, workstreams link to corporate strategies and priorities, as well as statutory duties.

This year's Business Planning process included a pilot exercise to assign one of thirteen prioritisation categories to each workstream, as shown on pages 3 and 4 of the Plan. However, please note that the workstreams have not been ranked, or presented, in order of priority.

The Natural Environment Division's priority workstreams for 2024/25 are to implement and begin to deliver the Division's core strategies. As these strategies were still in draft at the time of writing the Business Plan, some of the workstreams are necessarily broad

with performance targets yet to be determined. When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

b. Resources utilised

As part of the pilot prioritisation exercise, in the 2024/25 high-level Business Plans, every City Corporation department was required to include an estimation of the budget and people resource associated with each workstream. These figures are expressed as percentages of the overall revenue budget and Full-Time Equivalent (FTE) staff.

It has not been possible to determine accurate allocation of financial or people resources for each workstream; very few are discrete projects with specific budgets, and very few members of staff spend specific proportions of their time on one workstream. Therefore, the figures shown in the Business Plan are very much estimates. Should this exercise be repeated in future years, accurate methodology will need to be designed and applied in order to ensure consistency across and within departments.

c. Performance measurement

Progress made against priority workstreams is measured by monitoring key performance indicators and achievement of milestones. Performance is reviewed regularly by Directors and their management teams and is reported to Committees every six months to enable Member scrutiny.

In addition, the top-level workstreams identified in this plan flow down to local team management plans and the individual performance plans of members of staff, which provide further methods of assessing progress. This also enables individual officers to fully understand how their work feeds into divisional, departmental and corporate activities, aims and objectives.

d. Synergies and combatting silos

Workstreams have been linked to corporate priorities wherever possible. Page 6 demonstrates how the work of the Natural Environment Division and City Gardens aligns with core strategies and policies, including the new Corporate Plan 2024-29.

Page 8, 'Our People' contains information which relates to the whole of the Environment Department. Colleagues across the department are working collaboratively to identify synergies and break down siloed working practices. The Department's Business Services Division works to align common processes and procedures to achieve consistency. This Division leads cross-departmentally on areas including business planning; risk management; health and safety; workforce planning; Equality, Diversity and Inclusion; communications and engagement; information and data management; and GIS mapping.

Departmental Operational Property Assets Utilisation Assessment

5. The Environment Department's staff are based across 25 sites throughout London and the south-east. It holds approximately 340 physical assets, almost 270 of which are at its Natural Environment sites.

6. The Executive Director is represented by the City Operations Director on the Board for the Corporation's Operational Property Review Programme. As part of this Programme, the Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project.
7. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.
8. Following this, officers will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Corporate and strategic implications – The Environment Department is working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. It will shape its strategies and services appropriately to ensure they support achievement of the City Corporation's outcomes. Future Business Plans will be fully informed by the mission, aims and outcomes in the Corporate Plan 2024-29.

The Business Plan lists other key City of London strategies that the Natural Environment Division and the City Gardens team are helping to deliver. Any new strategies will be reviewed as they are approved and consideration given as to how the services can and will support their delivery. This will include the new Corporate Plan and the People Strategy.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public Sector Equality Duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group. The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Security implications - None

Conclusion

This report presents the draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens. Members are asked to approve or note the Plan, as indicated. Once approved, the Plan will be updated in line with any changes requested by the Natural Environment Board and will become the 'final version' adopted in April 2024.

Appendices

Appendix A – Draft Environment Department high-level Business Plan 2024/25: Natural Environment Division and City Gardens.

Joanne Hill

Business Planning and Compliance Manager
Environment Department

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Natural Environment Division and City Gardens

The Environment Department shapes future environments and protects current ones.

It is the largest department in the organisation and provides a diverse range of services to London and the South East.

Within the 'square mile' we deliver many local authority and regulatory functions including planning and development; building control; engineering; highways and transportation; cleansing and waste; environmental health, licensing and trading standards. The SME Delivery Team provides advice and guidance for start-ups and small businesses which are located in, or visit, the City.

Further afield, we manage over 11,000 acres of stunning open spaces worth billions of pounds which capture thousands of tonnes of carbon a year and attract an estimated 25 million visitors.

We run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London's ports.

**Due to the complexity and scope of the department, three separate high-level Business Plans have been produced to reflect our three key Committee 'clusters'.
This plan covers the Natural Environment Division and City Gardens.**

What's changed since last year... (to Oct 2023)

- Front line services continued to respond effectively to support the City's post-pandemic recovery.
- The Natural Environment's new organisational structure was implemented.
- A new Culture and Projects Section was established to deliver a joined-up approach to delivering projects, and our learning and heritage offers across the Natural Environment Division.

Major achievements 2023/24 (to Oct 2023):

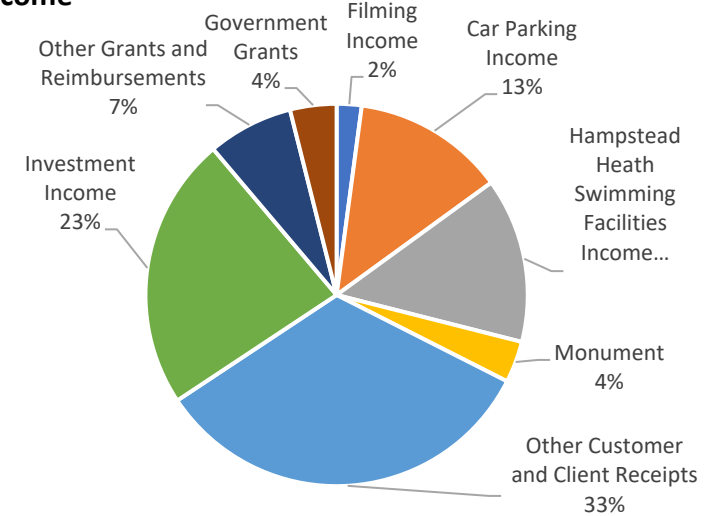
- City Gardens: Bunhill Fields Burial Ground, a Grade I listed landscape on the National Register of Parks, won a Green Flag Award. The prestigious scheme is an international benchmark, recognising some of the very best managed parks and green spaces in the world.
- All Natural Environment sites maintained their Green Heritage Accreditation and Green Flag awards and several won London In Bloom Awards.
- Epping Forest introduced pioneering invisible fencing technology to graze cows and received positive media coverage.
- The Commons' vehicle fleet was upgraded to be ULEZ compliant.
- The Learning Team provided case study for a Climate Action Pathways (CAPE) report, sharing the work of the team with educators and researchers across the UK.
- Keats House received funding from the Education Strategy Unit (ESU) to deliver the 'Culturally Speaking', 'Poetry Vs Colonialism' and 'Young Poet in the City' programmes in conjunction with other venues and partner organisations.

Where our money comes from and what we spend it on

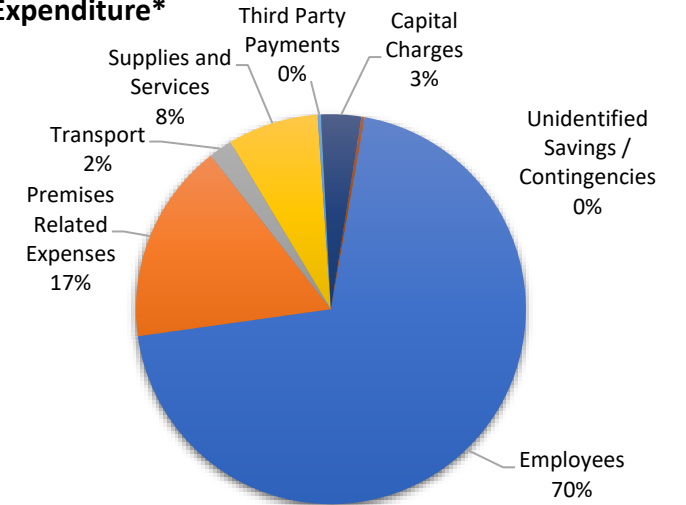
Total 2024-25 net expenditure is: £18.569m

Total FTE within scope of this Business Plan: 242 (28.09.2023)

Income*



Expenditure*



*N.B: The charts are based upon 2023/24 approved budgets as of Sept 2023.

Beyond 2024/25

Q1 2024/25

Q2 2024/25

Q3 2024/25

Q4 2024/25

Apr
May
Jun

Jul
Aug
Sep

Oct
Nov
Dec

Jan
Feb
Mar

2025/26

2026/27



City Gardens

Maintain City-owned green spaces in the Square Mile.

Complete Finsbury Circus re-landscaping (December 2024).

Nature conservation and resilience*

Protect and enhance biodiversity of the open spaces

Increase the resilience of our open spaces

Establish a natural capital-based management process.

Climate Action Strategy – Carbon Removals Project

Community engagement*

Create meaningful and lasting partnerships.

Cultivate a sense of deep pride in, and attachment to, our spaces.

Ensure continuous transfer of information between the Corporation and its customers.

Access and recreation*

Enable the best possible visitor journey.

Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore.

Build understanding and knowledge about our open spaces.

Culture, Heritage and Learning*

Develop communities of interest that participate in, advocate for, and support our Natural Environment and Heritage charities.

Develop a learning offer that builds nature connection and wellbeing.

Protect, enhance and promote our built heritage, landscape heritage and archaeological assets.

Income generation

Develop and start to implement an income generation plan for the Natural Environment Division.

Complete the Operational Property Review.

Conserve and improve built assets across the Natural Environment Division and City Gardens.

* N.B. The Natural Environment Division’s workstreams reflect the developing suite of core Natural Environment Strategies (referred to later in this Plan). When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

Our major workstreams 2024/25

Workstream Name	Funding allocation % (of 2023/24 revenue budget)	People resource % (of FTE)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
City Gardens <ul style="list-style-type: none"> Maintain City-owned green spaces in the Square Mile. Complete Finsbury Circus re-landscaping (Nov 2023-Dec 2024). Effectively manage our spaces to ensure they are safe and pleasant and fit to provide the essential long-term benefits of green areas, including increasing biodiversity and adapting to become more climate resilient. 	11%	14%	2. Duty and Discretionary	<ul style="list-style-type: none"> Shared synergies and standards with similar Natural Environment spaces such as Hampstead Heath. Core strategies which can affect service requirements and delivery, including Destination City. Services are delivered out of operational facilities which are owned and maintained by City Surveyors. 	The Service will adapt to changing demands arising from expected increases in footfall resulting from implementation of the Destination City Strategy, climate change impact, and requirements of the Climate Action Strategy.	Achieve Green Flag Awards for Bunhill Fields and Finsbury Circus.	Annually	2	1 (Bunhill Fields)
						Meet Biodiversity Action Plan commitments by 2026.	Annually	14 actions by 2026	New KPI 2024/25
Nature conservation and resilience <ul style="list-style-type: none"> Protect and enhance the biodiversity of our open spaces. Increase the resilience of our open spaces within a wider, interconnected natural landscape. Establish a natural capital-based management process across our open spaces. 	29%	41%	7. Climate action.	<ul style="list-style-type: none"> Availability of specialist staff and financial resources. Access to planning system expertise for monitoring and responding to planning issues. Legal and financial support to facilitate land acquisition or partnership working agreements with neighbours. 	Protected habitats and species conserved in line with the UK Government's 25-year Environment Plan and legal obligations. Threats from damaging invasive species reduced or contained. Enhanced resilience to climate and other threats, ensuring continued delivery of natural capital benefits. Delivery of the Climate Action Strategy will ensure the Corporation meets its target of being Carbon neutral by 2027.	Biological survey records uploaded onto national recording databases within 12 months of collection.	Annually	100%	New KPI 2024/25
						Percentage of Local Authority plan consultations responded to.	Annually	100%	New KPI 2024/25
						Achieve annual carbon removal target.	Annually	-16.23 ktCO2e	-16.23 ktCO2e
Community engagement <ul style="list-style-type: none"> Partnership: create meaningful and lasting partnerships. Ownership: cultivate a sense of deep pride in, and attachment to, our spaces amongst users. Knowledge exchange: ensure continuous transfer of information between the Corporation and its customers. 	20%	19%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> Availability of staff and financial resources to deliver the Community Engagement Strategy's Action Plan. Engagement of customers, service users and partner organisations. 	Inclusive, accessible spaces which are physically and psychologically welcoming. Increased advocacy and volunteering to support the CoL and its green spaces. Greater customer participation and engagement will enable us to deliver services that better reflect the needs of the diverse communities we serve.	Number of partnership organisations that are delivering activities in our open spaces.	Annually	tbc	New KPI 2024/25
						Number of volunteer work hours.	Every six months	tbc based on 2023/24	Comparable data not available
						Visitors to Natural Environment Division web pages.	Every six months	1 million	921,079

Continued...

Workstream Name	Funding allocation % (of 2023/24 revenue budget)	People resource % (of FTE)	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
Access and recreation <ul style="list-style-type: none"> • Excellence: Enable the best possible visitor journey, creating the right information from pre-visit to on-site experience in exemplar sites. • Equal access: Provide welcoming places that visitors from all backgrounds and abilities are comfortable to explore • Inform: Build understanding and knowledge about our open spaces. Visitors will respect one another and will care for and advocate for the sites. 	20%	17%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> • Availability of staff and financial resources. • Income from SAMMS realised to pursue capital works. • Successful Countryside Stewardship Scheme bids. 	Open spaces are preserved for recreational benefit whilst maintaining the highest level of environmental protection. We provide the best possible visitor journey. All visitors are equally welcomed. Our spaces are welcoming places that visitors from all backgrounds and abilities are comfortable to explore.	100% of Waymarked trails are audited annually to maintain standards.	Annually	100%	New KPI 2024/25
						Provide accessibility information for every public facility on website by 2025.	Annually	100%	New KPI 2024/25
						Seasonal engagement sessions provided on site (minimum one per season per site).	Annually	Four per site	New KPI 2024/25
Culture, Heritage and Learning <ul style="list-style-type: none"> • Develop communities of interest that participate in, advocate for, and support our Natural Environment and Heritage charities. • Develop a learning offer that builds nature connection and wellbeing. • Protect and enhance our built heritage, landscape heritage and archaeological assets and promote them as part of our visitor and learning offers. 	7%	8%	13. Other - supports delivery of charity objectives.	<ul style="list-style-type: none"> • Grant funding, recruitment and external partnerships. • Governance processes, operational property review, City Surveyor's expertise, funding to undertake repairs, maintenance and measures to protect built heritage assets. • Permissions from relevant local authorities and Historic England for assessment/works. 	Increased nature connection, pro-environmental behaviour and wellbeing of participants. More participants are from high pupil premium schools, are looked after children, young carers, young refugees and 13-25-year-olds who are struggling with education, employment or mental health. Built heritage, landscape heritage and archaeological assets are protected, meet statutory obligations, and are enhanced to support improved visitor and learning offer.	Number of participants per annum in our: School Learning programme: Play programme:	Annually	18,500 20,500	17,868 19,868
						Number of heritage assets on the 'Heritage at Risk' register.	Every six months	Three	Four
						Number of visitors per annum to our managed heritage attractions: Keats House: Monument:	Every six months	11,500 150,000	5,149 92,899
Income generation <ul style="list-style-type: none"> • Develop and start to implement an income generation plan for the Natural Environment Division. • Complete the Operational Property Review. • Conserve and improve built assets across the Natural Environment Division and City Gardens, tackling the 'bow wave' of maintenance backlog works. 	6%	2%	9. Income generation	<ul style="list-style-type: none"> • Operational Property Review and NE Charities Review (including the need for charities to restrict funds and carry funds forward). • Production of a comprehensive asset register. • The support of City Surveyor's Department with funding and delivery of the cyclical works programme. • Provision of adequate guidance, support and tools for staff to enable them to raise income. • Internal governance processes. 	Greater income will enable the charities to deliver more work to help achieve the vision and key priorities outlined in the Corporate Plan and the Natural Environment vision and strategies. It will also reduce dependence on City's cash and help us tackle some of the 'red' risks on the risk register, such as the maintenance backlog.	5% increase in income generation (on previous year).	Annually	tbc (awaiting 2023/24 figures)	(£,000's)
						Epping Forest & Buffer Lands:			2,835
						North London Open Spaces:			3,533
						The Commons:			1,416

Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list (e.g. new legislation, services, projects, automation)	2025/2026	2026/2027	Funded or Unfunded
Build profile of completed Finsbury Circus	x		Funded
Secure Planning consent for redevelopment of West Ham Park nursery site	x	x	Part funded
Secure removal of Wanstead Grotto from Heritage At Risk Register	x		Part Funded
Establish a new landscape scale nature recovery working partnership.		x	Unfunded

Operational Property requirements

The Environment Department's staff are based across 25 sites throughout London and the south-east. We hold approximately 340 physical assets, almost 270 of which are at our Natural Environment sites.

As part of the Corporation's Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including operational property. A Departmental 'Task and Finish' group has been established and meetings are taking place to progress this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

Following this, we will work with the City Surveyor's Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Operational Property Utilisation Assessment

Asset name	Assessment Complete?
Guildhall complex	Initial Workplace Survey completed June 2023. Detailed utilisation assessment to be considered as part of the OPR Programme.
Additional operational properties	No, utilisation assessments of these properties to be considered as part of the overall OPR Programme.

Key Risks

Details are accurate at January 2024 but are subject to continual review and change.

Our business risks are managed in accordance with the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risks are regularly reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the charities/ services within their remit to provide them with necessary assurance that risks are being managed and mitigated effectively, and to enable Members to fulfil their oversight and scrutiny role.

Each of the Natural Environment charities holds its own risk register. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. City Gardens is part of the City Operations Division, and its risks are held in a separate, non-charity, risk register.

Our highest risks fall within the subject areas listed below. The matrix shows the overall business risk profile for the Natural Environment Division and City Gardens Service.

Top risk subject areas

Decline in condition of assets (physical and natural)	Budget pressures
Lack of an asset register (Natural Environment)	Extreme weather and climate change
Wildlife management	Pests and diseases
Recruitment of suitable staff	Tree failure
Public behaviour	Impacts of visitor pressure

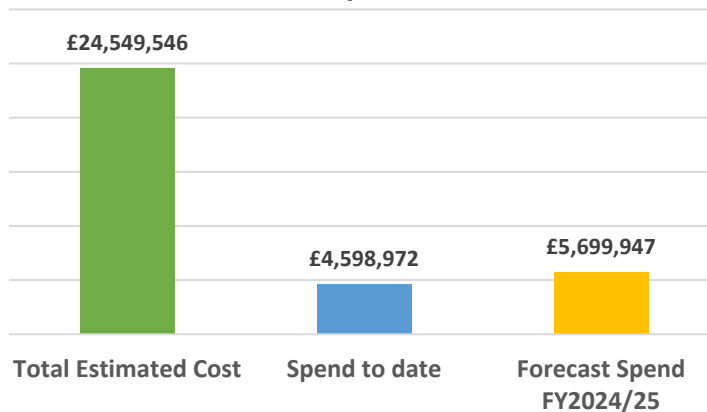
Risk profile

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		18	22	3
	Possible		10	20	2
	Unlikely		4	11	
	Rare				

In-flight Capital Projects (Gateway 2-6)

Total no. of projects: 15

In flight G2-G6 projects committed spend and forecast



Our Strategy and cross-cutting strategic commitments

Corporate Plan

We are working to align to the developing Corporate Plan, through continued engagement and participation in the Strategy Forum, Strategic Planning Group and so on. We will shape our strategies and services appropriately to ensure they support achievement of the City Corporation’s outcomes.

Our future Business Plans will be fully informed by the mission, aims and outcomes in the 2024-29 Corporate Plan.

Natural Environment Division Strategies

The Natural Environment Division’s overarching vision and mission statement is being refreshed and a suite of core strategies is being developed.

Subject to Committee approval, these strategies will support the aims and objectives of the new Corporate Plan 2024-2029, other Corporate strategies and policies, as well as the Charity Objects and the Environment Department’s vision and aims.

The Natural Environment Division’s major workstreams for 2024/25 (set out earlier in this document) are to implement and begin to deliver these strategies. When the strategies are finalised, more detailed objectives and performance measures will be developed and incorporated in the local management plan of each charity.

Overarching Natural Environment Vision and Mission

- Conservation and Nature Resilience Strategy
- Community Engagement Strategy
- Access and Recreation Strategy
- Culture, Heritage and Learning Strategy

Underpinning strategies and plans

- Income Generation Strategy
- Natural Environment Business Plans
- Natural Environment Masterplans
- Natural Environment Charity Review
- Operational Property Review

The key Corporate strategies we support are...

Climate Action Strategy

- Enhance carbon removal in our open spaces.
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing.
- Deliver further climate resilient planting schemes in City Gardens.

Cultural Strategy

- Develop, enhance and animate open and green spaces.
- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City.
- Support outdoor programmes to grow, and actively encourage sponsorship and participation from neighbouring commercial partners.

Destination City

- Improve the quality of green spaces in the City to create a more attractive and welcoming public realm.

Education Strategy

- Contribute to delivering the strategy actions, particularly under the aim to: *Ensure that the Square Mile’s outstanding cultural, historical and open spaces resources enrich the creative experience of London’s learners.*

Sport & Physical Activity Strategy

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

We will review any new corporate strategies and policies as they are approved and consider how our services can and will support their delivery during 2024/25 and in future years. This will include the new **Corporate Plan 2024-2029** and the **People Strategy**.

Our stakeholders and engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to those shown here).



Our Impacts



Stakeholder engagement

We continue to communicate with our stakeholders appropriately. For example:

- **Learning Programme** - The Natural Environment Learning Team worked with academic partners at Derby University to create a bespoke evaluation toolkit to measure participants' wellbeing, nature connection, confidence, understanding and involvement. The young participants rate themselves before and after a learning session, using a scale of smiley / sad faces to respond to a set of key questions.
- **Heritage** – Keats House Charity partnered with Cardiff University to deliver the 'Young Romantics in the City' programme for 2023/24.
- **City Gardens** - We regularly consult on proposed changes to the City Gardens, such as the Brewers' Hall Gardens and Finsbury Circus.
- **North London Open Spaces** – Consultations were undertaken on the proposed Woodland Walk at Queen's Park, the potential improvement projects at Parliament Hill, and other projects.
- **Epping Forest** - A project board including Friends of Wanstead Park and the Heritage of London Trust was established to oversee the restoration and maintenance of Wanstead Park Grotto.

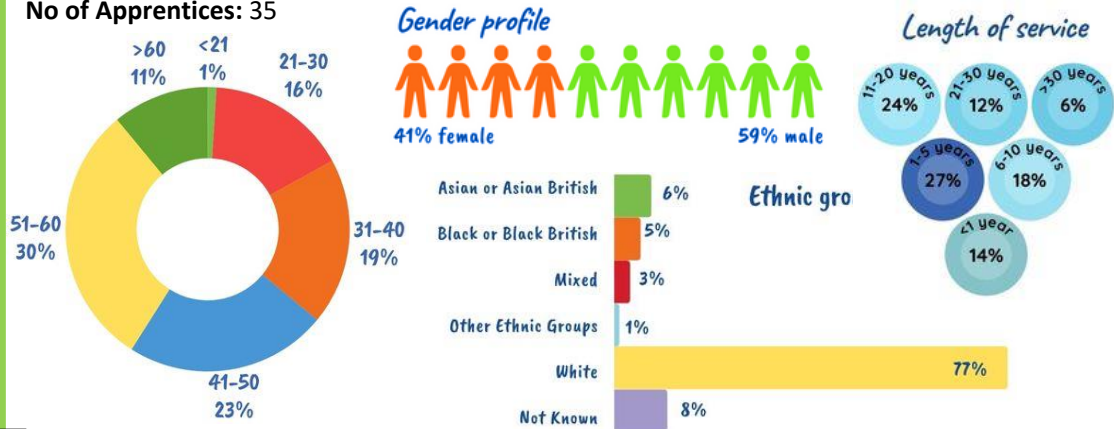
The data and information on this page relates to the whole of the Environment Department, not just to the services covered by this business plan. All data correct at 28/09/2023.

Environment Department Business Plan 2024/25 Page 156

Workforce representation

Current staffing levels: 679.1 FTE (headcount: 714)

No of Apprentices: 35



Developing our people

The first three priorities of our Departmental Workforce Plan for 2024/25 are:

- Improve staff communication and engagement.
- Increase people management skills and team building.
- Undertake a skills mapping audit.



We are increasing staff engagement through:

- Collaboration with corporate working groups and staff networks.
- Hosting staff network visits to our sites.
- Publishing a monthly departmental newsletter.
- Maintaining and promoting our departmental SharePoint site
- Our Departmental Working Groups which comprise representatives from all divisions (Communications; EDI; Health & Safety; Workplace; IT).
- Celebrating success, e.g. many nominees for the Celebrating our People Awards 2023.

We are developing capability and managing our talent through offering:

- Departmental induction sessions for new joiners.
- ILM Talent Management Programme.
- Supervisory training for managers.
- Specific training, e.g. 'Investigation' training for managers and 'Finance for non-financial managers' courses, which support corporate financial and HR objectives.
- Mentoring of apprentices and ILM candidates (and training for mentors).

Equality, Diversity and Inclusion

- The Environment Department is committed to driving forward the City of London Corporation's Equality, Diversity and Inclusion (EDI) agenda. The department's Senior Leadership Team, with the help of their Equalities Champions, seek to identify equality and inclusion priorities, develop appropriate actions to address inequalities and foster good relations between diverse groups.
- The Department's EDI Working Group consists of representatives (Champions) from across the department and is responsible for developing and ensuring compliance with the Departmental EDI Action Plan, and that actions support the CoL's overall Equality duties.
- The Group is currently developing a Departmental EDI Plan which will align with the Corporate EDI Plan.

The first three priorities of our Departmental EDI Action Plan for 2024/25 are to ensure that:

1. Our staff have a clear understanding of the Equality Act 2010, particularly the PSED, and how it applies to them both in terms of service provision and working with colleagues. We will achieve this by ensuring staff undertake mandatory equality training and other relevant training, such as EQIAs and management skills.
2. Our Equality Champions actively support and advise managers and colleagues on EDI matters.
3. EQIAs are undertaken, recorded, and the results taken into consideration when making decisions on service delivery.

Health and Safety

The first three priorities of our Departmental Health and Safety Action Plan for 2024/25 are:

1. Mental Health – Stress Risk Assessments: Assess stress factors for all teams across the department, to determine the most effective actions to promote staff wellbeing.
2. Departmental Audit process: Implement a cross divisional Health and Safety compliance audit to share best practise and develop a departmental H&S culture.
3. Front line staff, including lone workers: Audit local processes, to ensure adequate controls are in place for vulnerable staff including lone workers.

Our work locations

Total Environment Department people resource: 679.1 FTE
(N.B. data is accurate at 28/09/2023 but is subject to continual change.)

Guildhall complex	268.2 FTE
Walbrook Wharf	13 FTE
London Gateway Port	55 FTE
River Division Office (Denton)	6 FTE
Heathrow Animal Reception Centre	47 FTE
Col Cemetery & Crematorium	53.9 FTE
Old Bailey (Coroner's service)	2 FTE
Epping Forest	52.8 FTE
Hampstead Heath, Highgate Wood, Queen's Park (Several different buildings across these sites.)	105.8 FTE
West Ham Park	12.5 FTE
Keats House	2.9 FTE
Ashted Common	6 FTE
Burnham Beeches and Stoke Common	14.2 FTE
West Wickham and Coulsdon Commons	11.8 FTE
City Gardens, Depot	28 FTE

The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented in the diagram below.



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Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 12/02/2024
Subject: Operational Finance Progress Report (Period 9 April - December) 2023/24 – Hampstead Heath, Highgate Wood and Queen's Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
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
Report of: Chamberlain	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as @ period 9 (April – December) 2023/24 for your Committee's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information for the divisions of service and Charities which fall within the remit of your Committee.

This report does not specifically concentrate on just charity finance in isolation, as this work will be part of the ongoing Charity Review and will be developed in conjunction with that project. As part of the Charity Review, future training sessions will be designed for both Members and Officers on key aspects of charity finance. This report is designed to also report on budgetary management issues that the Interim Executive Director Environment is responsible for to successfully manage the operations and finances of your Committee which sits within the Natural Environment Division.

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

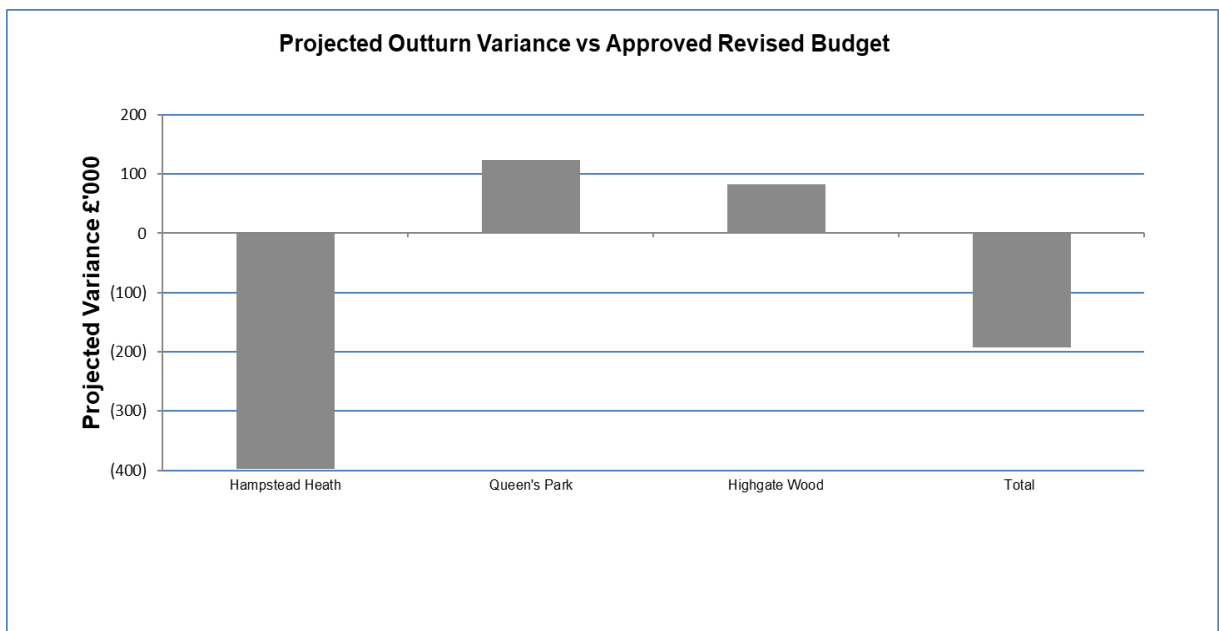
1. In order to improve financial reporting to your Committee, a set of various financial appendices and commentary have been produced to enable greater clarity of revenue and capital budgets and other financial information needed to allow greater scrutiny of the financial performance of the various divisions of services and Charities within the Natural Environment Division that report to your

Committee, to ensure they remain within the Interim Executive Director Environment’s local risk resources for 2023/24.

- To ensure your Committee is kept informed, an update on progress made against budgets will be reported to you on a quarterly basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.

Local Risk Revenue Forecast Outturn 2023/24

- The divisions of service and Charities that fall within the remit of your Committee has an overall net local risk expenditure revenue budget of £4.571m as reported at the end of December 2023. The current forecast outturn for 2023/24 as @ period 9 (December) is £4.763m, a forecast year-end overspend of £192k.
- In the graph below, the forecast outturn budget performance by each individual division of service within your Committee is listed. The overall local risk forecast position currently projects an overspend of £192k (4.20%) for your Committee at year end against the approved revised budget. This represents a worsening of £660k in the projected local risk budgetary position for 2023/24 compared with the projected outturn to the end of September 2023 of £468k underspend, reported previously to your Committee. Appendix 1-3 sets out a more detailed financial analysis of each individual division of service reporting to your Committee, including reasons for significant budget variations.



Notes:

- Zero is the baseline approved revised budget for each Division of Service.
- Graph shows projected outturn position against the approved revised budget.
- A variance above the baseline is favourable i.e. either additional income or reduced expenditure.
- A variance below the baseline is unfavourable i.e. additional expenditure or reduced income.
- Forecast outturn is £4.763m, representing a projected overspend of £192k against the approved revised budget of £4.571m.

5. The current projected net overspend on your Committee's local risk budget is largely attributable to an adverse variance of £397k relating to Hampstead Heath. This overspend is explained by:
 - Projected £322k additional contribution from the local risk budget to help fund additional costs on the Parliament Hill Athletics Track capital project, with the remaining £76k shortfall on the capital project proposed to be funded from City's Estate reserves. This is subject to approval from Resource Allocation Sub Committee (RASC).
 - Additional £263k expected to be incurred on fees and services. This is attributable to additional costs due to contractors for the provision of security staff and additional professional fees being required for the Parliament Hill Masterplan.
 - £114k overspend on equipment and materials relating to the purchase of swimming pool cleaning equipment as well as costs needing to be incurred on essential health and safety maintenance expenditure.
 - Additional water costs are currently forecast to be £96k overspent compared to budget due to additional usage of the facilities over the summer months.
 - Reduced income from contributions is currently forecast to be £61k less than budgeted as a result of decreased income from grants and donations compared with the previous year, plus lower income from sales is forecast to be £60k less than budgeted for 2023/24 due to a reduction in sales volumes.
6. The projected overspend on Hampstead Heath's local risk budget is partly mitigated by an additional £475k income expected to be generated from the Ponds and Lido, as well as an extra £60k in income from parking fees. The overall overspend at Hampstead Heath is also partly offset by expenditure savings relating to staffing costs £45k, transport related expenditure £41k and grounds maintenance cost savings £34k.
7. Meanwhile, the current local risk net overspend projected for your Committee is mitigated by a forecasted underspend of £123k on the local risk budget at Queen's Park. This is predominantly explained by savings on staffing costs as a result of vacant posts as well as additional income generated from fees and services such as memorial seats and fairground licenses. The current underspend at Queen's Park is partly offset by lower than budgeted income generated from rents.
8. Finally, there is projected to be an underspend of £82k at Highgate Wood. This can largely be explained by underspends on salaries due to vacant posts with new roles in the TOM2 structure unlikely to be recruited to until later in the financial year. The underspend is however partly offset by reduced income from rents as well as additional repairs and maintenance costs likely to be required before the end of March 2024.

Local Risk Actual Position to Date

9. Appendices 4 and 5 set out the year-to-date income and expenditure actual position against year-to-date budget, including notes for significant budget variations. In addition, there is a graphical split of the mix of the type of income and expenditure categories making up these actual figures for your Committee.
10. Appendix 4 highlights that your Committee has received actual income to date of £3.085m against a budget to date of £2m, a favourable variance of £1.085m. This primarily relates to Hampstead Heath and can be explained by additional income generated from the Lido and Ponds as a result of increased usage of the facilities, plus additional income achieved from parking in the current financial year to date.
11. Appendix 5 highlights that your Committee has incurred actual expenditure to date of £5.97m against a budget to date of £5.65m, an unfavourable variance of £320k to date.
12. The main expenditure variances relate to Hampstead Heath where there is a unfavourable position to date of £637k mainly due to additional expenditure being incurred on utilities and the purchase of equipment. This is in addition to an overspend on employment costs to date as a result of additional casual staffing costs being required over the summer. Finally, on transport we are also holding actual costs to date which will be transferred to a capital project for the costs of purchasing vehicles.
13. The overspend on expenditure to date is partly mitigated by underspends amounting to £208k and £109k at Queen's Park and Highgate Wood respectively, which is largely attributable to underspends on employment costs as a result of vacant posts. This is in addition to lower than expected costs on supplies and services and grounds maintenance costs at Queen's Park.
14. Variances to date can be incurred due to a variety of reasons including timing differences, incorrect budget profiling, new items of income or expenditure that weren't originally budgeted or planned, as well as genuine increases/decreases in expenditure or income. They do not always mean that these will result in a year-end overspend or underspend, as the Department look to offset ups and downs and make budget adjustments to control unexpected items to remain within overall budget constraints.
15. To enable further detailed consideration of the service areas relating specifically to your Committee, Appendices 1-3 detail the individual division of service local risk and central risk monitoring reports to the end of December 2023.

Capital Projects

16. Table 1 below outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the "current approved budget" is the amount currently agreed by Members to progress the project to either the next project gateway or until Officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.

17. Out of a current approved budget of £3.024m, £2.758m has been spent or committed to date, leaving a remaining budget of £266k to progress the various projects to the next project gateway or release of further capital funds.

Table 1 – Live Capital Projects

Capital Projects by Division of Service	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
Hampstead Heath, Highgate Wood and Queens Park						
Hampstead Heath - Parliament Hill Athletics Track Resurfacing	2,397,323	1,999,686	0	1,835,239	0	164,447
Hampstead Heath Swimming Facilities - Safety, Access & Security Impr.	1,005,564	1,010,564	138,649	558,860	225,674	87,381
Queens Park Sandpit Refurb & Toilet Rebuild	14,025	14,000	0	0	0	14,000
Queens Park Play Area and Sandpit Replacement of Equipment	149,475	0	0	0	0	0
Total	3,566,387	3,024,250	138,649	2,394,099	225,674	265,828

18. Members should note that it is proposed that the currently projected £398k forecast shortfall in the Parliament Hill Athletics Track Resurfacing project is anticipated to be funded through a £322k contribution from Hampstead Heath's local risk budget for 2023/24 as noted in paragraph 5. This is in addition to a £76k allocation from City's Estate capital contingency monies. Please note that this allocation will require approval from RASC.
19. Please also be aware that the relevant approvals are currently being sought for funding in relation to the Queen's Park Play Area and Sandpit Replacement of Equipment project. It is proposed that this project is funded from a number of sources comprising £55k from City's Estate monies, £45k Community Infrastructure Levy (CIL) funding from the London Borough of Brent and £14k from donations with the remaining £35k being met from your Committee's local risk budget.

Outstanding Invoiced Debts

20. At the end of December 2023, total outstanding invoiced debt for your Committee was £25,900 out of a total debt for the Natural Environment Division (including City Gardens) of £249,412. Relating to your Committee, £6,995 (27%) was over 120 days, £5,131 (20%) was between 60-120 days and £13,774 (53%) was under 60 days.
21. Appendix 6 shows a graphical representation of the total invoiced debts over 120 days outstanding, which is the maximum age of debt set by the Chamberlain to recover outstanding sums. The top graph shows the time trend of the level of 120 day+ debt outstanding over the previous 6-month period.
22. The lower graph analyses the split of this debt across the various divisions of service for your Committee. The majority of the £6,995 outstanding 120 day+ debt balance relates to Hampstead Heath (£6,841/ 98%). This amount primarily relates to £6,253 owed by three customers in relation to football pitch and training sessions. Members may wish to note that £2,164 of this amount has subsequently been settled with the remaining debts currently being pursued by staff at Hampstead Heath.

23. It should also be noted that the level of outstanding debts over 120 days as at December 2023 has reduced by £12,835 compared with the position at the end of September 2023 reported previously to your Committee. This can largely be explained by the writing off of outstanding debts comprising £6,444 in storage licenses and £1,008 in filming fees as well as £2,754 in payments being received from utilities companies to settle outstanding rent and wayleave invoices.

Charity Funds (Restricted, Unrestricted and Endowments)

24. Appendix 7 lists the various restricted, unrestricted and endowment funds held by both charities relevant to your Committee. It details the opening balance for the 2023/24 financial year and any movements up to period 9 (April-December 2023).
25. Movements within reserve funds since the start of the current financial year primarily relates to grant monies for the installation of non-turf pitches being fully spent at Hampstead Heath as well as a £30k CIL contribution from the London Borough of Brent being received to part fund the Sandpit & Playground Improvements project at Queen's Park. This is in addition to donations income being received during 2023/24 which has increased the level of reserves held.
26. At the time this report was written, it should be noted that the external audit of the 2022/23 accounts for individual Natural Environment charities was still taking place and the 2023/24 opening balances shown for each reserve fund in Appendix 7 may be subject to revision.
27. There are various types of restricted, unrestricted and endowment funds held by the Natural Environment charities which have different rules as to how they can be spent and time periods held. These are categorised in the following way:
- **Restricted Income Fund** - funds have been given to a charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds they should be spent within a reasonable period of time.
 - **Unrestricted Income Fund** - incoming resources that become available to a charity and can be applied by the Trustee to any of the charity's objects. Unrestricted income funds should be spent within a reasonable period of time and should not be held for the long term, although the Trustee should set a policy for the minimum required level of funds which is a target minimum to be held in case of particular identified risk. In the case of the City's Estate funded charities, the current deficit funding model means that no such minimum can be identified, as at year end the difference between income and expenditure is balanced by the deficit funding grant from City's Estate.
 - **Designated (Unrestricted Income Fund)** - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your

free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

- **Endowment** - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment:
 - **Permanent Endowment** - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes e.g. the Hampstead Heath Trust Fund. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.
 - **Expendable Endowment** - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

Deficit Funding

28. The current funding model is for each charity's total net expenditure (local risk, central risk and recharges) to be fully funded from City's Estate. This includes the cost of any capital expenditure incurred during the year as well any works managed by the City Surveyor under the Cyclical Works Programme (CWP) carried out over the course of the year. It should be noted that any changes to the amount of expenditure incurred or income generated over the course of the year by an individual charity will have an impact on the overall level of deficit funding required by the relevant charity at year end. The amount of deficit funding for each charity is therefore calculated based on its **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
29. Therefore, year on year there are variations in the level of deficit funding received depending upon actual total net running costs incurred for the year. However, at the start of the following year, available budget funding is reset to the levels agreed by your Committee at the estimates review, so as to remain within the resource envelope set by RASC. At no stage is the budget reduced (and potentially the level of deficit funding required) unless agreed by your Committee within this annual process managed and reported by the Chamberlain to gain approval of the annual estimates.
30. The table below details previous year's levels of deficit funding grant made from City's Estate to the two Natural Environment charities within your Committee, with a forecast of that sum currently required for 2023/24. This is broken down by the level of expenditure and income generated by each charity as well as any CWP and capital expenditure funded through City's Estate which comprises the total level of deficit funding required for each charity.
31. The projection for the current financial year is based on the forecast for local and central risk net expenditure (as at the end of December 2023). This is in addition to the estimated cost of recharges and budgets managed by the City Surveyor including CWP projects as well as any capital expenditure projected to be incurred in 2023/24 which is being funded by City's Estate monies. Please note that the amount of deficit funding provided by City's Estate is unique to each

individual charity and deficit funding cannot be used to offset the level of funding provided to a separate charity. Please also be aware that deficit funding figures shown for 2022/23 are currently provisional as the external audit of the individual Natural Environment charities had not been completed at the time that this report was written.

Table 2 – Deficit Funding – 2020/21 to 2023/24

Hampstead Heath	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	8,732	8,772	8,963	9,369
Gross Income	3,009	4,533	4,605	5,776
Cyclical Works Expenditure	738	540	569	266
Capital Expenditure financed through Deficit Funding	152	429	62	3,264
Total Deficit Funding - Hampstead Heath	6,451	5,356	4,842	7,123
Highgate Wood & Queen's Park Kilburn	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	1,387	1,294	1,338	1,437
Gross Income	153	321	233	220
Cyclical Works Expenditure	145	64	165	15
Capital Expenditure financed through Deficit Funding	0	0	0	55
Total Deficit Funding - Highgate Wood & Queen's Park Kilburn	1,364	1,033	1,255	1,287
Committee Total	2020/21	2021/22	2022/23	2023/24
	£'000s	£'000s	(Prov.)	(Est.)
	£'000s	£'000s	£'000s	£'000s
Gross Expenditure (excluding Cyclical Works)	10,119	10,066	10,301	10,806
Gross Income	3,162	4,854	4,838	5,996
Cyclical Works Expenditure	883	604	734	281
Capital Expenditure financed through Deficit Funding	152	429	62	3,319
Total Deficit Funding - Hampstead Heath, Highgate Wood & Queen's Park	7,815	6,389	6,097	8,410

32. As can be seen from the table above, 2022/23 saw a decrease in the level of deficit funding provided by City's Estate to Hampstead Heath compared with the previous year. This can be explained by one-off capital expenditure largely relating to the East Heath Car Park Resurfacing project being financed through deficit funding in 2021/22. This capital expenditure did not re-occur in 2022/23. The increase in deficit funding at Highgate Wood & Queen's Park Kilburn in 2022/23 is primarily attributable to a rephasing of projects falling under the CWP with the increase in expenditure resulting in an increased contribution from City's Estate. This is in addition to a reduction in income generated by the charity compared with 2021/22.
33. The current forecast for 2023/24 indicates an increase in the amount of deficit funding due to be provided by City's Estate to both charities relevant to your Committee compared with the provisional outturn for 2022/23. This can be explained by an increase in the level of gross expenditure currently projected to be incurred by the charities with additional deficit funding being needed to fund increased costs relating to staffing, premises related expenditure and fees and

services costs. The forecasted increase in deficit funding for 2023/24 is also attributable to a projected increase in capital expenditure being funded through City's Estate monies compared with 2022/23. This is largely attributable to funding from City's Estate to meet the cost of the Parliament Hill athletics track and swimming facilities projects at Hampstead Heath.

34. The projected increase in deficit funding for 2023/24 is partly offset by an increase in the total level of income currently forecast to be generated compared with 2022/23. This is explained by an increase in the level of income expected to be achieved from facilities at Hampstead Heath as well as additional income forecast from the Hampstead Heath Trust compared with 2022/23. Contributions from the Trust are assessed on a triennial basis with the level of contribution being increased annually in accordance with the average earnings index. In addition, the projected increase in deficit funding for 2023/24 is partly offset by the rephasing of CWP projects compared with the level of expenditure incurred in 2022/23. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with any variances carried over to future financial years. The carry-over of unspent balances are reported to the Projects and Procurement Sub-Committee as part of closing of accounts.

Appendices

Appendix 1 to 3 - Hampstead Heath, Highgate Wood and Queen's Park Committee individual Division of Service Local Risk and Central Risk Monitoring Reports @ December 2023 (period 9)

Appendix 4 - Income Performance 2023/24 as @ December 2023 (period 9)

Appendix 5 - Expenditure Performance 2023/24 as @ December 2023 (period 9)

Appendix 6 - Outstanding Invoiced Debt 120 Days as @ December 2023 (period 9)

Appendix 7 – Charity Funds (Restricted, Unrestricted & Endowments)

Contact

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Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

FY 2022/23 Actuals £	HAMPSTEAD HEATH	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
5,010,658	Direct Employees	5,530,000	4,176,879	5,485,000	(45,000)	-1%	1
15,583	Indirect Employees	15,000	24,999	32,000	17,000	113%	
97	Repairs and Maintenance	30,000	29,156	55,000	25,000	83%	2
165,977	Energy Costs	101,000	208,625	101,000	0	0%	3
0	Rent	0	(376)	0	0	0%	
29,102	Rates	54,000	31,023	31,000	(23,000)	-43%	4
131,361	Water Services	64,000	104,465	160,000	96,000	150%	5
54,052	Cleaning and Domestic Supplies	60,000	65,651	95,000	35,000	58%	6
32,773	Grounds Maintenance Costs	87,000	53,021	53,000	(34,000)	-39%	7
413,362	Premises	396,000	491,565	495,000	99,000	25%	
90,685	Transport	111,000	143,350	70,000	(41,000)	-37%	8
260,052	Equipment, Furniture & Materials	146,000	188,238	260,000	114,000	78%	9
261,461	Fees and Services	137,000	141,740	400,000	263,000	192%	10
126,133	Other	80,000	63,255	402,000	322,000	403%	11
647,646	Supplies and Services	363,000	393,233	1,062,000	699,000	193%	
12,828	Transfer to Reserve	0	0	0	0	0%	
6,190,762	Total Expenditure	6,415,000	5,230,026	7,144,000	729,000	11%	
(98,238)	Other Contributions	(74,000)	(7,556)	(13,000)	61,000	-82%	12
(52,255)	Sales	(61,000)	(537)	(1,000)	60,000	-98%	13
(1,341,174)	LIDO	(667,000)	(1,081,251)	(967,000)	(300,000)	45%	14
(176,043)	Ponds	(725,000)	(149,549)	(900,000)	(175,000)	24%	14
(658,096)	Parking	(640,000)	(531,909)	(700,000)	(60,000)	9%	15
(273,518)	Facilities	(193,000)	(709,033)	(193,000)	0	0%	
(10,917)	Film	(69,000)	(21,642)	(23,000)	46,000	-67%	16
(186,797)	Licenses/certificates	(235,000)	(139,146)	(186,000)	49,000	-21%	17
0	Other	0	(26,386)	(26,000)	(26,000)	n/a	
(228,628)	Rents etc	(243,000)	(207,909)	(230,000)	13,000	-5%	
(3,025,667)	Total Income	(2,907,000)	(2,874,917)	(3,239,000)	(332,000)	11%	
3,165,096	Total Net Expenditure - Local Risk	3,508,000	2,355,108	3,905,000	397,000	11%	18
	Central Risk						
206,196	Capital Charges	206,000	0	215,000	9,000	4%	
69,171	Premises	0	0	0	0	0%	
8,500	Supplies and Services	0	0	0	0	0%	
(1,375,547)	Investment Income	(2,256,000)	0	(2,256,000)	0	0%	
(1,091,679)	Total Net Expenditure - Central Risk	(2,050,000)	0	(2,041,000)	9,000	0%	

Notes:

- 1 There is currently forecast to be an underspend due to staff vacancies.
- 2 Additional requirement for repairs and maintenance likely to be needed before the end of March 2024.
- 3 Projected overspend of £177k due to energy price increases will now be met from central contingency.
- 4 Savings on rates and council tax compared to budget.
- Projected overspend on water costs as a result of additional usage being required over the summer months. There is
- 5 forecast to be an overspend based on costs incurred to date.
- Projected overspend due to additional cleaning materials and refuse collection/waste disposal costs being required. The
- 6 level of expenditure will be kept under review.
- 7 There is projected to be an underspend on grounds maintenance costs. The forecast will be kept under review.
- Actual to date primarily relates to purchase of vehicles with the costs due to be transferred to an agreed capital project. This is likely to result in an underspend based on the level of expenditure expected to be incurred for the remainder of
- 8 the year.
- Forecasted overspend due to additional swimming pool cleaning equipment being required as well as health and safety
- 9 equipment maintenance and materials costs.
- Projected overspend due to professional and consultant fees required relating to the Parliament Hill masterplan. This is
- 10 in addition to backdated contractual costs in relation to the Constabulary.
- Forecast includes £322k estimated contribution from the local risk budget towards the cost of the Parliament Hill
- 11 Athletics Track project based on the level of funding currently expected to be allocated by RASC.
- Reduced income projected from donations and grants compared with budget partly explained by self-funded posts in
- 12 the TOM2 structure not having yet been recruited.
- 13 Decrease in sales volumes projected which is expected to lead to less income by year-end.
- Increased LIDO and Ponds income to date due to additional usage over the summer. This is expected to be ahead of
- 14 budget by year-end.
- Income from car parking is currently ahead of profile and on current trends, income is forecast to be ahead of the
- 15 budget at year-end.
- 16 No additional major filming projects are expected to take place during 2023/24 due to limited staff time being available.
- Reduced income from licenses compared to budget and the forecast has been reduced to bring in line with the actual
- 17 from 2022/23.
- There is currently a projected overspend of £397k on the local risk budget. This includes the impact of the potential
- £322k contribution to the Athletics Track capital project. Excluding this contribution, the local risk budget would be
- 18 forecasting a net overspend of £75k.

Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

FY 2022/23 Actuals £	HIGHGATE WOOD	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
295,318	Direct Employees	449,000	238,821	330,000	(119,000)	-27%	1
613	Indirect Employees	0	0	4,000	4,000	n/a	
0	Repairs and Maintenance	0	4,000	12,000	12,000	n/a	2
1,894	Energy Costs	6,000	4,170	6,000	0	0%	
20,313	Rates	20,000	19,500	20,000	0	0%	
5,130	Water Services	3,000	701	3,000	0	0%	
5,083	Cleaning and Domestic Supplies	3,000	2,652	3,000	0	0%	
3,979	Grounds Maintenance Costs	17,000	13,060	15,000	(2,000)	-12%	
36,399	Premises	49,000	44,083	59,000	10,000	20%	
482	Transport	2,000	0	10,000	8,000	400%	
29,541	Supplies and Services	38,000	30,042	38,000	0	0%	
362,353	Total Expenditure	538,000	312,946	441,000	(97,000)	-18%	
(40,222)	Fees and charges	(31,000)	(12,855)	(31,000)	0	0%	
(37,829)	Rents, tithes etc	(51,000)	(30,007)	(36,000)	15,000	-29%	3
(78,051)	Income	(82,000)	(42,862)	(67,000)	15,000	-18%	
284,302	Total Net Expenditure - Local Risk	456,000	270,084	374,000	(82,000)	-18%	
(6,707)	Central Risk External interest	(5,000)	(3,590)	(5,000)	0	0%	
(6,707)	Total Net Expenditure - Central Risk	(5,000)	(3,590)	(5,000)	0	0%	

Notes:

- 1 Projected underspend due to new TOM2 roles not being recruited for until later in 2023/24.
- 2 Additional works likely to be required before the end of the financial year funded through the underspend on staff salaries.
- 3 Reduced income from rent as a result of Tenancy at Wills being in place and the forecast has been amended to bring in line with current monthly billing patterns.

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Natural Environment - Local Risk Revenue Budget 2023/24 - December (Period 9)

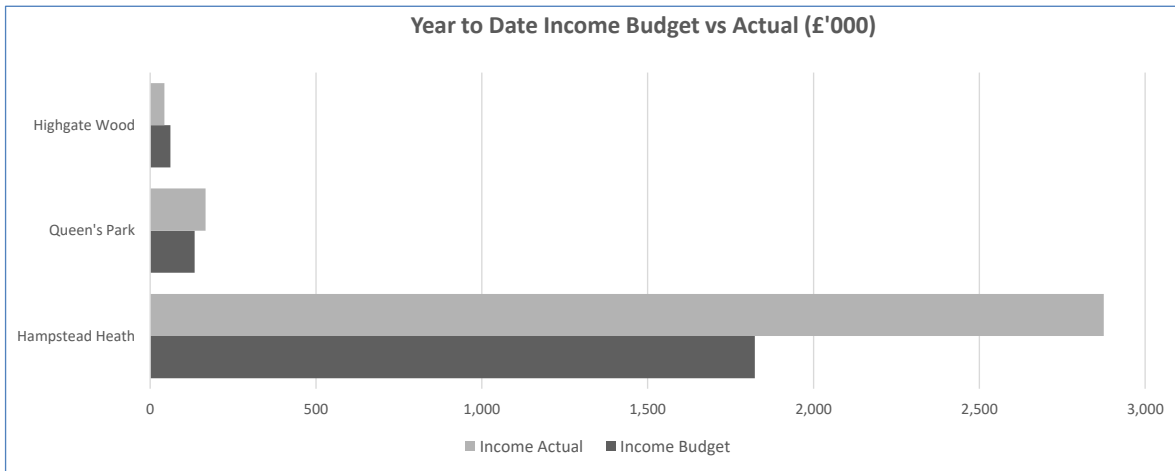
FY 2022/23 Actuals £	QUEEN'S PARK	Approved Revised Budget 2023/24 £	Actual to Date £	Projected Outturn 2023/24 £	Variance from Approved Revised Budget 2023/24		
					£	%	
407,393	Direct Employees	630,000	328,989	465,000	(165,000)	-26%	1
1,253	Indirect Employees	1,000	2,064	5,000	4,000	400%	
0	Repairs and Maintenance	0	5,478	0	0	0%	
5,205	Energy Costs	8,000	7,442	8,000	0	0%	
3,148	Rates	3,000	17,665	5,000	2,000	67%	
11,410	Water Services	12,000	6,437	10,000	(2,000)	-17%	
19,643	Cleaning and Domestic Supplies	13,000	4,338	10,000	(3,000)	-23%	
10,201	Grounds Maintenance Costs	24,000	1,934	34,000	10,000	42%	2
49,607	Premises	60,000	43,294	67,000	7,000	12%	
1,228	Transport	2,000	(875)	2,000	0	0%	
53,057	Equipment, Furniture and Materials	48,000	14,165	48,000	0	0%	
15,477	Total Fees and Services	34,000	31,353	34,000	0	0%	
12,417	Other	11,000	7,948	11,000	0	0%	
80,951	Supplies and Services	93,000	53,465	93,000	0	0%	
1,125	Transfer to Reserve	0	0	0	0	0%	
0	Contingency - Savings to be applied	0	0	0	0	0%	
541,558	Total Expenditure	786,000	426,938	632,000	(154,000)	-20%	
(1,155)	Other Contributions (incl. donations)	(11,000)	(30,000)	0	11,000	-100%	3
0	Sales	(5,000)	0	0	5,000	-100%	
(97,903)	Facilities	(93,000)	(92,302)	(100,000)	(7,000)	8%	
(31,517)	Other Fees and Charges	(18,000)	(29,386)	(30,000)	(12,000)	67%	4
(18,000)	Rents etc	(52,000)	(15,000)	(18,000)	34,000	-65%	5
(148,575)	Income	(179,000)	(166,688)	(148,000)	31,000	-17%	
392,983	Total Net Expenditure - Local Risk	607,000	260,250	484,000	(123,000)	-20%	
	<u>Central Risk</u>						
6,150	Supplies and Services	0	0	0	0	0%	
16,488	Capital Charges	16,000	0	16,000	0	0%	
22,638	Total Net Expenditure - Central Risk	16,000	0	16,000	0	0%	

Notes:

- 1 Projected underspend due to savings from staff vacancies and demand for casual staff expected to reduce over the winter.
 - 2 Forecasted overspend attributable to additional grounds maintenance costs being required before the end of March 2024.
- Actual to date relates to funding which will be transferred to part fund the Sandpit capital project. No other donations are currently expected
- 3 during 2023/24.
 - 4 Additional income generated from memorial seats and fairground licenses as well as other sources of sundry income.
 - 5 Reduced income from rent compared with budget and the forecast has been amended to bring in line with the actual from 2022/23.

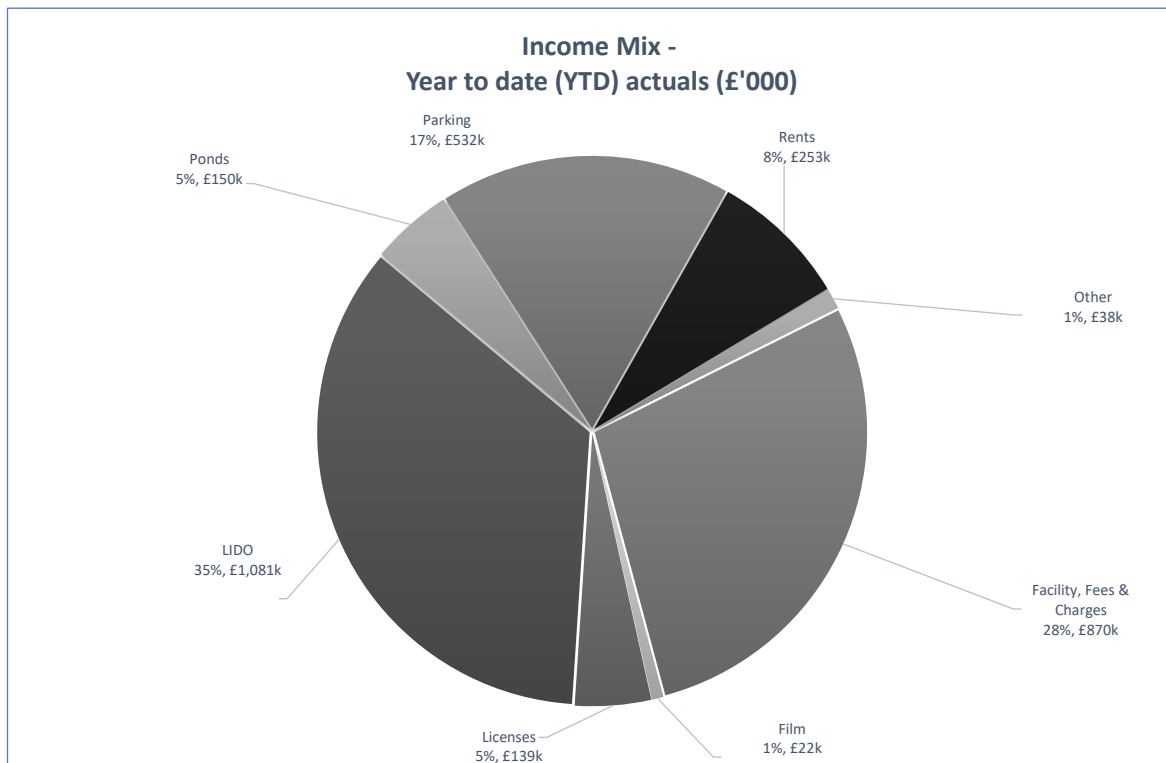
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Hampstead Heath, Highgate Wood and Queen's Park Income Performance 2023/24 - December (Period 9)



Notes:

1. **Hampstead Heath** - majority of the £1.1m favourable variance to date largely relates to Lido and Ponds income due to increased usage over the summer. This is in addition to increased income generated from parking.

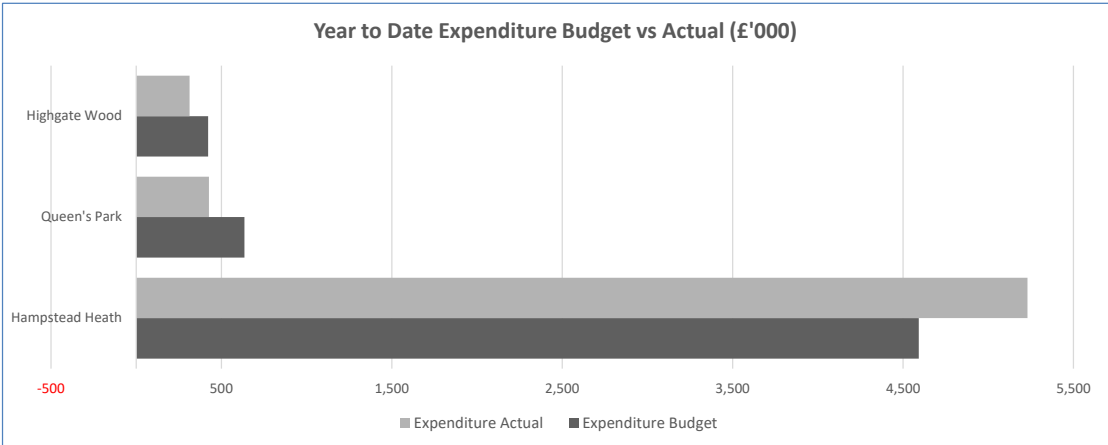


Notes:

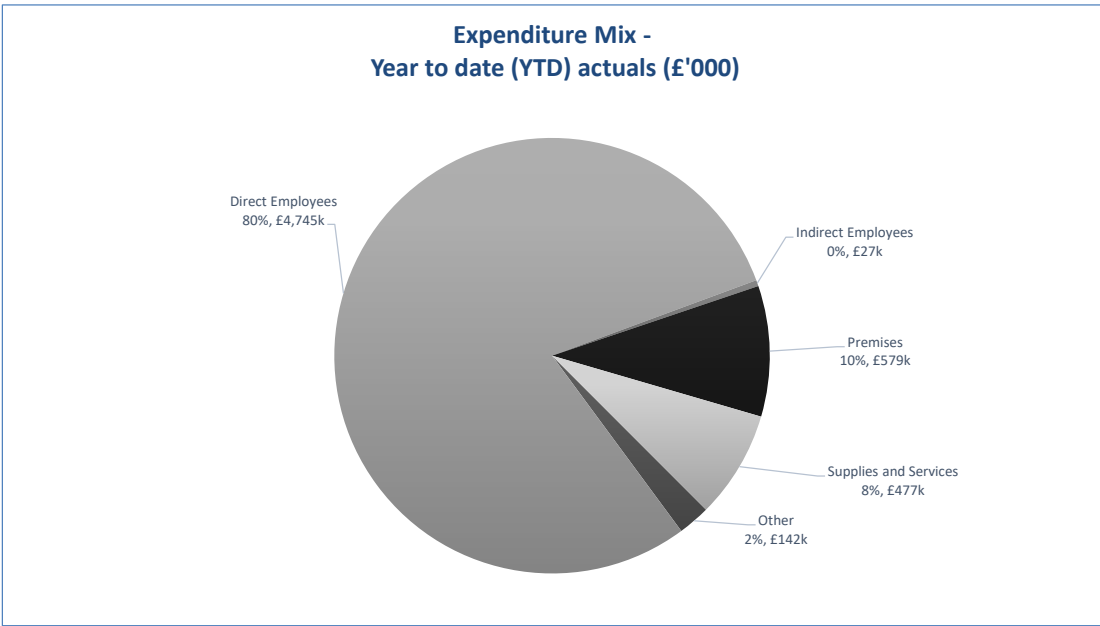
1. Total year to date actual income as @ December (Period 9) = £3.085m

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Hampstead Heath, Highgate Wood and Queen's Park Expenditure Performance
2023/24 - December (Period 9)



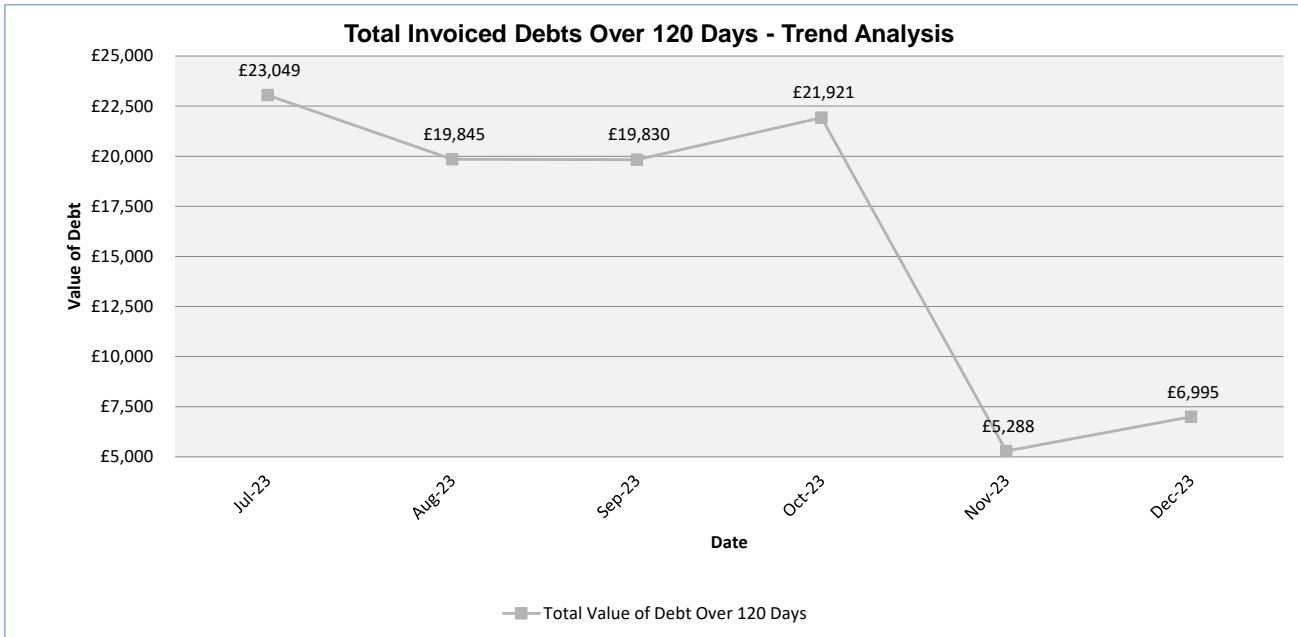
- 1. **Highgate Wood** - underspend of £109k to date due to reduced staffing costs as a result of vacancies.
- 2. **Queen's Park** - £208k underspend on expenditure primarily attributable to employment costs as a result of vacant posts. This is in addition to lower than anticipated spend to date on supplies and services and grounds maintenance costs.
- 3. **Hampstead Heath** - expenditure is currently £637k overspent compared to profile as a result of additional expenditure on utilities and vehicle and equipment purchases. The overspend to date is in addition to extra casual staffing costs being required over the summer months.



- Notes:**
- 1. Total year to date actual expenditure as @ December (Period 9) = £5.970m.
 - 2. 'Other' relates to transport related expenditure.

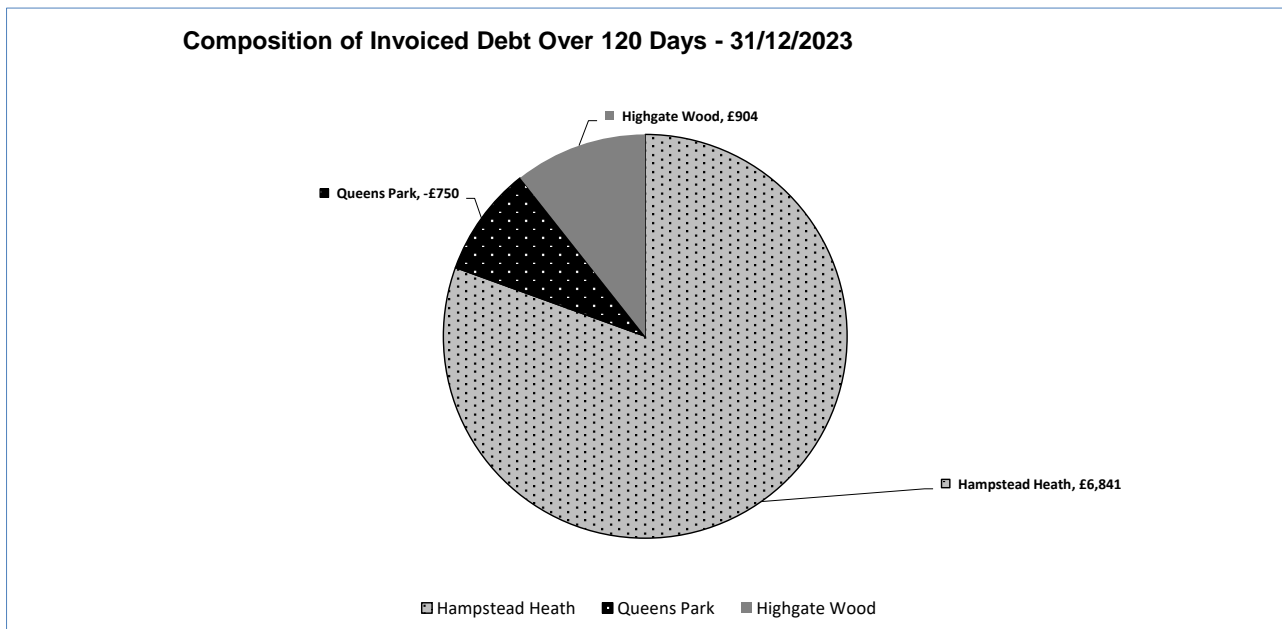
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Hampstead Heath, Highgate Wood and Queen's Park
Outstanding Invoiced Debts Over 120 Days - December (Period 9)



Note:

1. December 2023 total debt over 120 days is £6,995 for Hampstead Heath, Highgate Wood and Queen's Park, an increase of £1,707 on the previous month. The majority of this debt relates solely to Hampstead Heath (£6,841 / 97.8%).



Breakdown of Hampstead Heath, Highgate Wood and Queen's Park debt £6,995

1. £3,214 - football pitch bookings owed by one individual customer
2. £3,039 - football training sessions owed by two customers
5. £742 - numerous other small debtors

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Charity Funds (Restricted, Unrestricted and Endowments) - December 2023 (Period 9)

	Opening Balance 2023/24	Income	Expenditure	Gains, (Losses) & Transfers	Closing Balance 2023/24
	£'s	£'s	£'s	£'s	£'s
Hampstead Heath, Highgate Wood and Queens Park Committee					
<u>Hampstead Heath</u>					
Restricted Income Funds:					
Campaign Donations	18,096	5,573	(910)		22,759
Parliament Hill Outdoor Gym	2,233				2,233
Installation of Non-Turf Pitches	46,845		(46,845)		0
Unrestricted Income Funds:					
General Funds	3,818	1,346			5,164
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Buildings, Infrastructure & Equipment)	19,463,442				19,463,442
Capital Fund	3,331				3,331
Total Hampstead Heath	19,537,765	6,918	(47,755)	0	19,496,928
<u>Hampstead Heath Trust Fund</u>					
Permanent Endowment	34,204,048				34,204,048
Expendable Endowment	769,264				769,264
Unrestricted Income Funds:					
General Funds	730,810				730,810
Total Hampstead Heath Trust Fund	35,704,122	0	0	0	35,704,122
<u>Highgate Wood and Queen's Park</u>					
Restricted Income Funds:					
Campaign Donations - Sandpit & Playground Improvements	14,754	30,000			44,754
Unrestricted Income Funds:					
General Funds	169,582				169,582
Designated (Unrestricted Income Fund):					
Tangible Fixed Assets (Land, Buildings and Infrastructure)	120,059				120,059
Total Highgate Wood and Queen's Park	304,395	30,000	0	0	334,395
Total Hampstead Heath, Highgate Wood and Queens Park Committee	55,546,282	36,918	(47,755)	0	55,535,445

Note:

The various sub-totals shown within Appendix 7 should not give the impression that the individual funds held by each individual charity can be either consolidated or cross-utilised. It is key that individual charity funds are not viewed as available to be 'offset' against each other, bearing in mind the different objects held.

Please note that the external audit of the 2022/23 charity accounts is currently taking place and the above opening balances shown for each reserve fund are subject to revision.

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

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