



HAMPSTEAD HEATH CAFÉ ENGAGEMENT REPORT



PROJECT TITLE: A1758 Hampstead Heath Café Engagement

Client: City of London

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Executive Summary

Jon Sheaff and Associates were engaged by the City of London Corporation to develop and deliver a public engagement and consultation process in respect of future lease arrangements for its café assets at Parliament Hill Fields, Golders Hill Park and Highgate Wood. The process was commissioned as a consequence of the expression of a view by members of the public and key stakeholders that the City of London had not engaged sufficiently during a previous tender process for the letting of leases for these three assets.

In response, the City of London set up a 'Cafe Working Party' to consider the lease issue and Jon Sheaff and Associates have been reporting to Officers from the City of London and the 'Cafe Working Party' throughout the engagement process.

Section 1 of this report sets out this context.

Section 2 of this report explains the context of the commission and the timeline for completion and delivery of the engagement process findings.

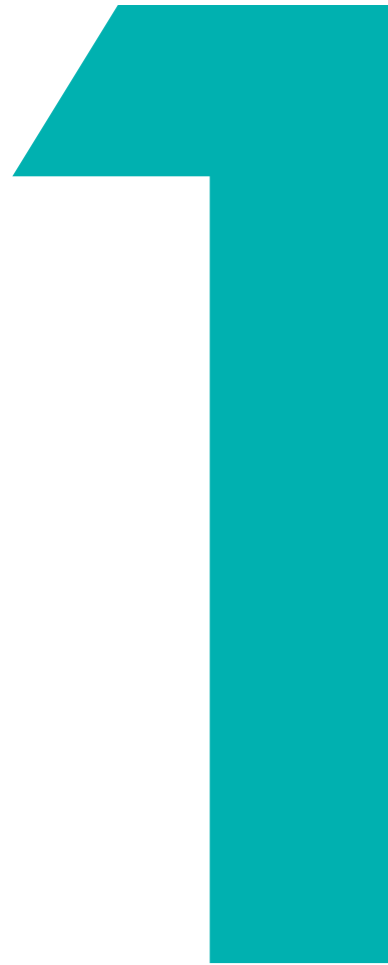
Section 3 of the report sets out the methodologies used to gather the views and aspiration of stakeholders:

- An on-line questionnaire open for public access for 6 weeks
- On-site interviews and engagement work at all three café facilities
- A tour of three other north London open space cafés to consider alternative approaches to café provision and different governance models
- A discussion workshop to consider the needs of different groups of stakeholders and the factors affecting the commissioning of new leases

Section 4 presents the findings of each of these methods. In summary, the engagement process suggests that new leases for the City of London's cafés should:

- Preserve the best qualities of the existing café offers and as far as possible, address any shortcomings
- Provide good quality food at affordable prices
- Act as community hubs where people can meet and socialise

Section 5 describes the key findings of the engagement and consultation process and makes recommendations in respect of the use of data gathered to inform future café license tenders and service delivery standards. This section also recommends the use of this data in a continuing collaboration between the City of London and key Stakeholders.



INTRODUCTION

The City of London has commissioned Jon Sheaff and Associates to undertake an engagement process around the letting of leases for three of its cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood.

The engagement process commenced in June 2016 and the commission was completed on the 25th November 2016.





BACKGROUND INFORMATION AND CONTEXT

The City of London is responsible for the management of a portfolio of public open spaces outside of the City itself. This portfolio includes Hampstead Heath, Highgate Wood, Queen's Park, West Ham Park, Epping Forest, Burnham Beeches, Stoke Common and the 'City Commons'.

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In 2015-16, the City of London initiated the North London Open Spaces Café Tender Process. The purpose of the process was to market-test the provision of café catering services at five of the City's sites (Parliament Hill Fields, Hampstead Heath Lido, Golders Hill Park, Highgate Wood and Queen's Park).

A report on the tender process was presented to the Hampstead Heath Consultative Committee (HHCC) in March 2016 and the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHWQPC), culminating in the award of 3-year leases for the five cafés. Three of the café leases (in respect of Parliament Hill Fields, Golders Hill Park and Highgate Wood) were awarded to Benugo Ltd.

In April 2016, two petitions were lodged with the Director of Open Spaces at the Irish Chamber. One petition (with 12,500

signatories) requested that "Benugo not be given the tender for the Parliament Hill Café". A similar petition was presented for Golders Hill Park Café (9,500 signatories).

A public meeting was held in April 2016 to discuss the tender process and the subsequent petitioning of the City of London. At the meeting, a view was expressed that the City had not engaged sufficiently with Heath users and other stakeholders. Following this meeting, Benugo Ltd. withdrew their tenders for Parliament Hill Fields, Golders Hill Park and Highgate Wood. Leases for Queen's Park and Hampstead Heath Lido cafés were awarded without further issue. Subsequently, the winning tenderer for Queen's Park withdrew prior to taking up the lease. And, although the winning tenderer took up the lease at the Lido and operated over the summer, the operator withdrew from the contract at the end of September 2016.

Following a series of meetings in May 2016, Members of the HHHWQPC agreed to the extension of current leases for Parliament Hill Field's, Golders Hill Park and Highgate Wood on the same principle terms as in the existing lease's until the 12th January 2018.

Following a procurement process, Jon Sheaff and Associates were appointed to deliver an engagement process to help establish a series of service standards and to inform an options appraisal to guide future decisions on these café leases.

As part of this process, at its meeting on 27th June 2016, the Hampstead Heath Consultative Committee (HHCC) discussed the guiding principles and supported the formation of a Café Working Party. On the 18th July 2016 the HHHWQPC approved the formation of a 'Café Working Party' consisting of Officers of the City of London, a representative of the HHCC, a representative from the Highgate Wood Joint Consultative Committee (HWJCC), the Chairman of the HHHWQPC (or their representative) and representatives of the campaign team who had opposed the outcome of the initial café lease procurement process. Jon Sheaff and Associates have been reporting to Officers of the City of London and to the 'Café Working Party' throughout the duration of the engagement process.

METHODOLOGY

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At the outset of the process, Jon Sheaff and Associates presented a number of key drivers for the future lease procurement process. These drivers were all output-based and were closely linked to the City of London's emerging updated Management Plan for Hampstead Heath.

Key drivers were grouped into three outcome headings:

- **Economic outcomes:** open space cafés as places of employment, places where people can acquire new skills and centres of entrepreneurial activity. Open space cafés as elements in vibrant urban centres
- **Social outcomes:** open space cafés as places to meet and make friends; cafés as places offering healthy food at affordable prices; cafés supporting a strong sense of place and designed identity in the landscape, supporting distinctiveness
- **Environmental outcomes:** cafés buildings operating as carbon efficient structures; cafés supporting local food production and environmentally friendly growing

To date, the City of London's cafés have operated predominantly as simple food outlets, delivering some of the outcomes listed above. The engagement process was thus in part driven by an aspiration to understand responses to this current offer and in part by a need to consider whether or not further outcomes could be delivered through modifying the tender brief and form of agreement with successful tenderers.

To effect these dual purposes, Jon Sheaff and Associates have deployed a number of different methodologies.

3.1 On-line questionnaire

Jon Sheaff and Associates prepared an on-line questionnaire for distribution to café users and stakeholders. The content and wording of the questionnaire were discussed by the 'Café Working Party' in advance of it being published as a live document on Monday 26th October. The questionnaire was publicised by the City of London, by Members of the HHCC and HWJCC and their associated Stakeholder organisations and by the café campaign team. A link to the questionnaire was sent to over 120 organisations and individuals across the London Boroughs of Camden, Haringey and Barnet. Paper copies with pre-paid return envelopes were provided at till check out points at Parliament Hill Field's, Golders Hill Park and Highgate Wood cafés.

The questionnaire consisted of 14 multiple choice questions and three additional dialogue boxes offering respondents the opportunity to express specific opinions. A total of 2,414 questionnaires were completed. A detailed analysis of the views

and opinions captured in the questionnaire appears as Appendix 1 of this report.

3.2 On-site interviews and engagement work

To complement the questionnaire, a number of engagement events were held in the autumn of 2016. The purpose of these events was to capture more nuanced opinion from café users and stakeholders and to introduce café users, stakeholders and members of the public using the respective sites to other points of view.

Events took place at the following venues and on the following dates:

Parliament Hill Fields:

- Saturday 8th September: 11.30AM- 2.30PM
- Wednesday 26th September: 9.30-11.30AM
- Thursday 3rd October: 2.30 -4.00PM

Golders Hill Park:

- Saturday 15th October: 11.30AM – 2.30PM

Highgate Wood:

- Saturday 22nd October: 11.30AM – 2.30PM

Participants were presented with a number of mood board images depicting a variety of different café 'ambiances' and types of food offer and were given the opportunity to vote on options using a simple 'traffic light' system. The mood boards used in the on-site engagement events are contained within Appendix 2 of this report.

Participants were also offered the opportunity to leave individual comments either directly in respect of the image boards or in respect of issues and opportunities that were significant for them in the context of their use and enjoyment of the cafés or the café tender process.

The findings of the traffic light scoring system and the individual comments received for each event appear in Appendix 3 of this report.

3.3 Tour of north London park cafés

In order to explore different open space café offers in north and east London, Jon Sheaff and Associates organised visits to the following cafés:

- The Hub, Lordship Recreation Ground London, N17 6NU
- The Whittington Park café, Whittington Park, London N19 4BQ
- The Pavilion Café, Old Ford Road, Victoria Park, London, E9 7DE

Members of the 'Café Working Party' and current City of London café tenants were invited to join the tour.

Each of the cafés visited offered alternative approaches to the delivery of the outcomes set out above, different forms of governance and different relationships with asset owners, users and stakeholders.

At The Hub and Whittington Park café, facility managers described the range of outcomes delivered at each site and responded to questions from members of the Café Working Party.

At Victoria Park, the tour party discussed an offer that was wholly food-based in a building with a high quality landscape setting.



3.4 Discussion workshop

Jon Sheaff and Associates held a workshop for members of the 'Café Working Party' on the evening of the 19th November 2016.

The purpose of the workshop was to help participants to consider as fully as possible the opportunities and constraints that had been considered during the engagement process and to consider how these might be translated into actions that will inform the development of a new strategy for the procurement of leases at Parliament Hill Fields, Golders Hill Park and Highgate Wood cafés.

The workshop consisted of the following elements:

- An introductory exercise to focus participants on the outcomes that food – related activities can deliver
- An interim presentation on the findings of the questionnaire and engagement process
- A scenario-based exercise to encourage participants to consider what a café might deliver for different categories of user
- A prioritisation exercise to consider how a future procurement might order these priorities.



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SUMMARY OF FINDINGS

A number of consistent thematic threads run through the responses to the questionnaire and the individual comments and responses volunteered by interviewees at engagement events. These threads can be grouped into a number of categories.

4.1 Preserving the qualities of the existing café offers

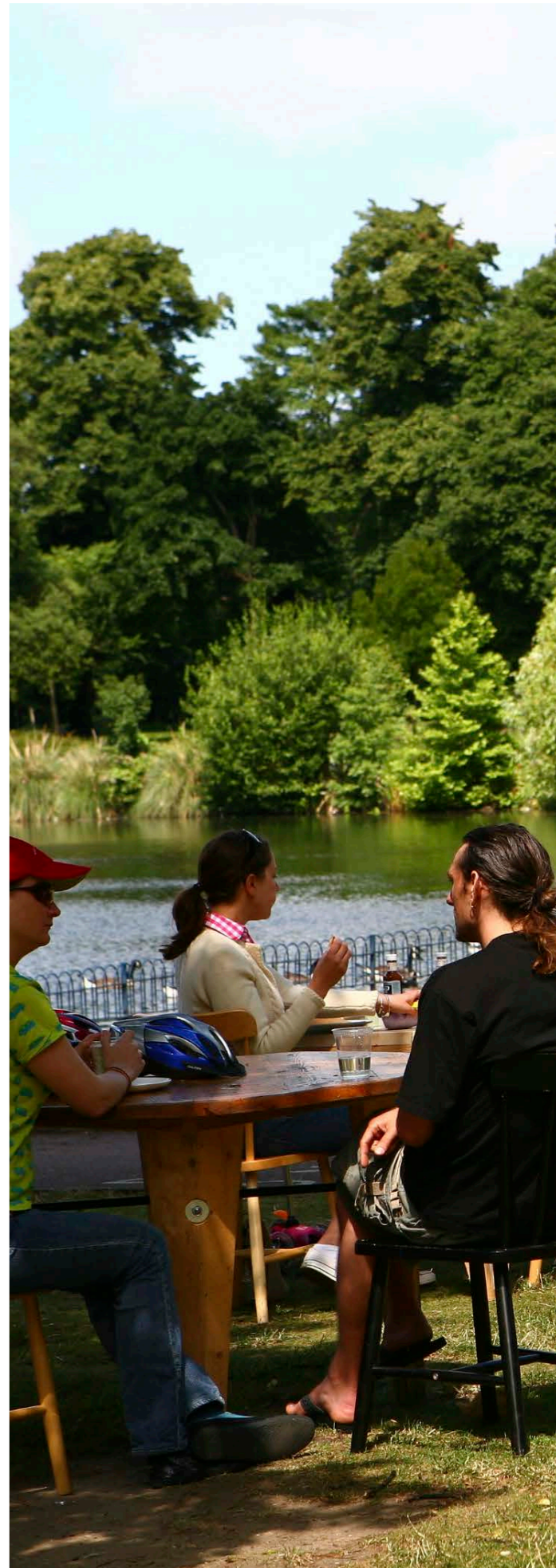
Several interviewees, especially at Parliament Hill Fields, expressed the view that the existing café delivered exactly what they wanted and that there was no need for change of any kind. On several occasions, an allusion was made to the café being a survival from another era that contrasted with cafes elsewhere that were 'all the same'. A connection was made between the design of café offers elsewhere and gentrification and the potential impact of this process on food prices. Several interviewees referred to the friendliness of staff and the atmosphere created by family-run businesses as important qualities. Some respondents commented on the difficulty of getting served quickly and the poor quality of the buildings (especially the toilets).

4.2 The cafés need to provide good quality food at affordable prices

Overall, respondents felt that the quality of food was good. Both the questionnaire and individual responses suggested that the quality of food was the most important part of a café offer. Several interviewees commented on the importance of a range of offers to cater for a variety of users with different budgets. Respondents also commented on the importance of price with many establishing a link between a change to the current offer and the risk of prices increasing. Respondents expressed negative views about prices where these were thought to be too high or did not equate to the quality of food on offer.

4.3 Cafés as community hubs

Both the questionnaire and individual responses suggested that cafes form an important function as community hubs where people can meet and socialise. A connection was often made with the café operator as part of this community (especially at Parliament Hill Fields). Several responses proposed the use of cafés as centres for community activity beyond what was already on offer.





CONCLUSIONS AND RECOMMENDATIONS

The City of London's previous project to tender the leases for cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood has elicited a strong response from users and stakeholders, evidenced by the submission of two substantial petitions. As a consequence, the City of London took the opportunity to develop an approach to the issue that moves the discussion towards a set of common aspirations.

The City of London's previous project to tender the leases for cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood elicited a strong response from users and stakeholders. The submission of petitions supported by a significant proportion of the local community suggests the depth of feeling that this issue has evoked. As a consequence, the City has had to develop a new approach to the issue that moves the discussion towards a set of common aspirations and new plans for the cafés.

The café engagement has revealed a number of key themes that should inform future decision-making in respect of café leases:

- An aspiration for the preservation of the best qualities of the existing offer
- An emphasis on the importance of good food
- An emphasis on the need for reasonable prices
- The identification of cafes as important social hubs

Future café leases should aspire to retain the qualities of the current offer that users particularly value while considering options

for cafes to deliver positive outcomes for users beyond the current offer. These might include:

- An expanded service offer offering a greater range of activities than is currently on offer, which is largely focused on food
- The opportunity for the community to participate more fully in the management of café leases through new approaches to governance
- Opportunities to maximise revenue and enhance the café offer by enhancements to buildings (better toilets, addition of community spaces) and to landscape (greater use of outdoor spaces and enhancement of building setting)
- Opportunities for local employment and the provision of training places and volunteering opportunities to enhance the café offer

The City of London has issued lease extensions for the cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood running through to 12th January 2018. This has secured continuity of service at all three sites and has allowed time for this process

of consultation and engagement to gather views and aspirations for the future of these assets and to develop common ground between the City of London and Stakeholders. This arrangement also allows current lessees the opportunity to continue to trade, although it does not give them the opportunity to plan or to invest.

A principal objective of the engagement process has been to build a greater common understanding of the needs and aspirations of as broad a range of Stakeholders as possible and an understanding of the complex interplay of factors that might influence the procurement of future leases.

The engagement process has provided a detailed data set in respect of these diverse needs and aspirations and this data set can be developed into a series of tools to assist the City of London and its Stakeholders in future decision-making around café leases.

All future leases will be informed by a set of service standards and requirements and the engagement data set can be used to

develop a set of Key Performance Indicators (KPI's) that can form part of this service standard requirement.

Recommendation 1: Undertake an exercise to develop the key findings of this engagement process into a set of KPI's to be used as a set of service standards to assess future service delivery and as a tool to assess future café tenders.

A second principal objective of the engagement process has been to build a working relationship between the City of London and café users and stakeholders in order to agree a common position in respect of current and future lease arrangements and procurement.

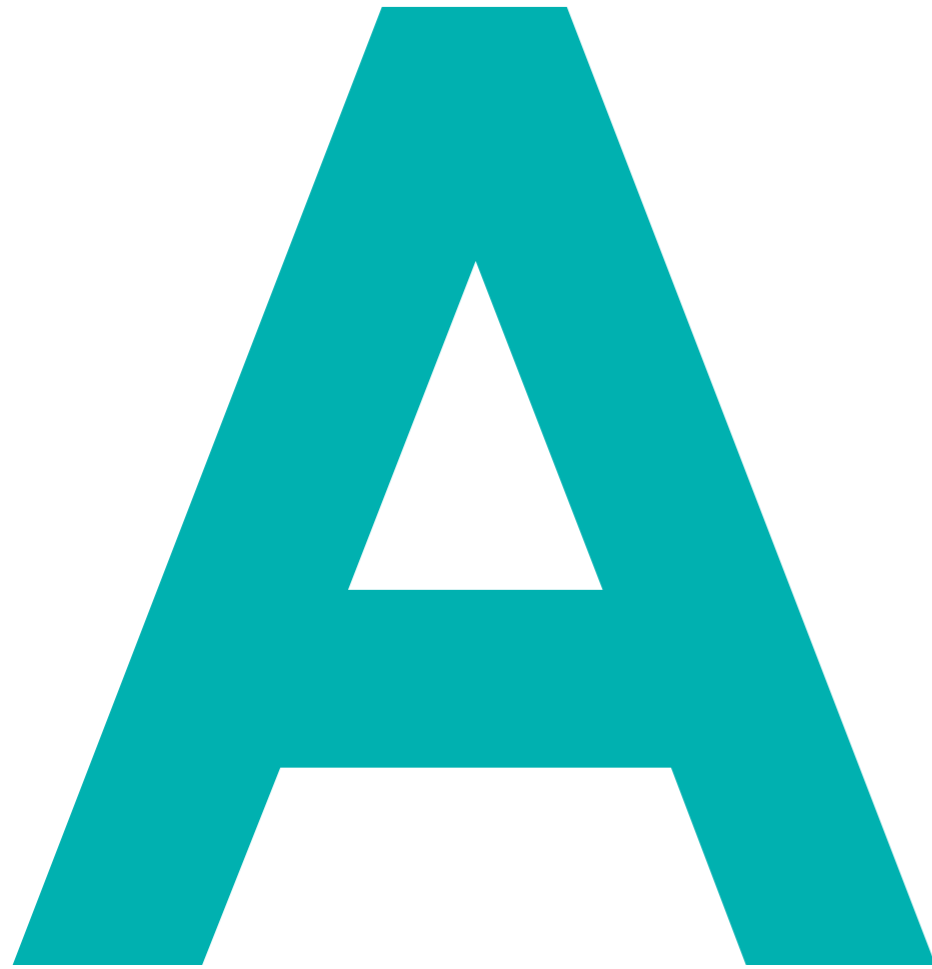
To achieve this, the City of London should continue to work in partnership with users and key stakeholders on future service standards and procurement assessments for Parliament Hill Fields, Golders Hill Park and Highgate Wood cafés.

Recommendation 2: The City of London and café users and stakeholders to work together to agree a set of KPI's for future service standards based on the findings of this engagement study.

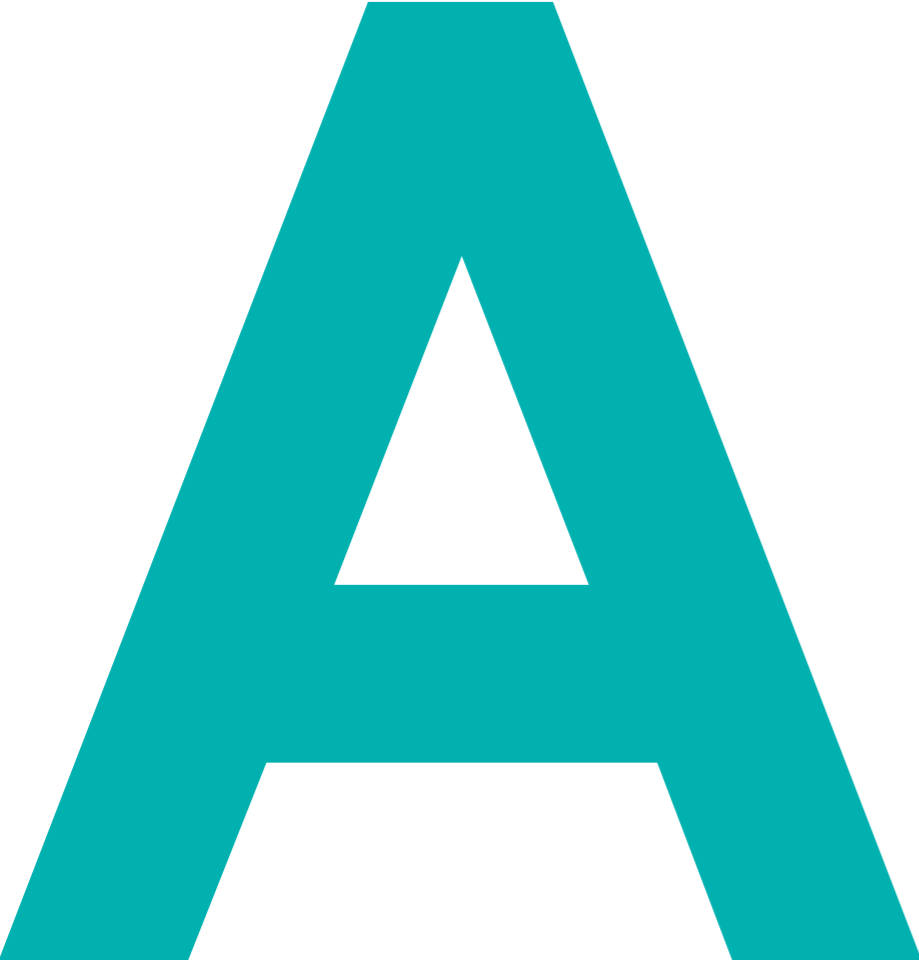
The future sustainability of café leases and the quality and substance of the future offer from the City of London's café assets could be supported through an on-going relationship between the 'Café Working Party' and café tenants.

Recommendation 3: The City of London should support a continuing role for the 'Café Working Party' in scrutinising the performance of café tenants and in considering future approaches to governance, investment and service delivery.

APPENDICES



APPENDIX A.1 - Online questionnaire, paper copy





Hampstead Heath Cafe Consultation Questionnaire

We want to ensure that our cafes meet the needs of users, stakeholders and residents. Following a review of the way in which we tender café leases, we have created a broad-based 'Café Working Group' to work with us to develop a new approach.

To help to develop this approach, we need to gather as much information as possible about how people use our cafes, what people are looking for in a café on Hampstead Heath (Parliament Hill Fields), in Golders Hill Park and in Highgate Wood, and how we might improve the catering offer across all of our sites.

We've devised a questionnaire to gather this information. The questionnaire will be available for a period of 6 weeks, closing on **6 November 2016**. In parallel, we'll be holding a number of events at our cafes to gather more views and opinions.

We really value your input, so even if you do not currently use cafes at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood, we still want your views. Please take the time to complete this survey. It should take around 15 minutes of your time.

Thank you for your participation.

1. How often do you visit the following cafés?

	More than once a week	More than once a month	More than once every few months	Once a year or less	Never
Parliament Hill Fields café	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Golders Hill Park café	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Highgate Wood café	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Have you visited other cafes *near* to Parliament Hill Fields, Golders Hill Park or Highgate Wood in the last year?

Yes

No

Don't know

3. If yes, what was your reason for choosing these cafes instead of the cafes on the heath, in the park or in the wood?



Now think about the ideal cafe provision at either Parliament Hill Fields, Golders Hill Park or in Highgate Wood.

4. If you visit more than one of the cafes listed, please select one and respond about that cafe only.

Parliament Hill Fields café	<input type="checkbox"/>	Highgate Wood café	<input type="checkbox"/>
Golders Hill Park café	<input type="checkbox"/>	None – I don't currently visit the cafés	<input type="checkbox"/>

5. What would be the main reason you would go to the cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood?

Please pick your top three reasons put a 1 next to your first reason, 2 next to your second reason and 3 next to your third reason.

For a coffee / tea break	<input type="checkbox"/>	Play with your children	<input type="checkbox"/>
For a meal i.e. breakfast, lunch or dinner	<input type="checkbox"/>	Take part in a sport or game	<input type="checkbox"/>
At the start or end of a walk	<input type="checkbox"/>	To attend events or group activities	<input type="checkbox"/>
When walking the dog(s)	<input type="checkbox"/>	As an alternative location to work from	<input type="checkbox"/>
To socialise with friends or family	<input type="checkbox"/>		
Other (please specify below)	<input type="checkbox"/>		

6. What drinks would you like to be sold in the cafe?

Please select the 2 most important.

Fresh brewed coffee / tea	<input type="checkbox"/>
Hot drinks to take away	<input type="checkbox"/>
Branded soft drinks	<input type="checkbox"/>
Fresh fruit juice / smoothies	<input type="checkbox"/>
Alcoholic drinks	<input type="checkbox"/>
Other - please specify	<input type="checkbox"/>

7. What food would you like to be sold in the cafe?

Please select the 3 most important.

Main meals / hot food	<input type="checkbox"/>
Cold meals e.g. salads	<input type="checkbox"/>
Hot snacks	<input type="checkbox"/>
Sandwiches and cold snacks	<input type="checkbox"/>
Packaged, take-out options e.g. sandwiches	<input type="checkbox"/>
Cakes	<input type="checkbox"/>
Children's meals	<input type="checkbox"/>
Baby food	<input type="checkbox"/>
Specials which change regularly	<input type="checkbox"/>
Other - please specify	<input type="checkbox"/>



8. What options would you like to be offered in the cafe?

Please select the 2 most important.

Healthy options	<input type="checkbox"/>
Freshly / home made products	<input type="checkbox"/>
Wide variety of options	<input type="checkbox"/>
Vegetarian / vegan	<input type="checkbox"/>
Food suitable for those with allergies e.g. gluten free	<input type="checkbox"/>
Other - please specify	<input type="checkbox"/>

9. Please read the following statements in relation to the cafe and tell us how strongly you agree or disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A or Don't know
It is important that the cafe reflects the landscape and identity of the heath, park or wood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be opportunities for local people to be employed and trained in the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should offer catering training to young people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be investment to make the cafe environmentally friendly e.g. energy efficient, recycling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People should be able to use the cafe regularly for group activities or events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should host their own special events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be a low turnover of staff so they can build relationships with regular visitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People judge Parliament Hill Fields, Golders Hill Park and / or Highgate Wood on the quality of the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be individual in style and run in a way that reflects specific, local needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



10. Please read the following statements in relation to service of food in the cafe and tell us how strongly you agree or disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A or Don't know
Space for eating and drinking outside is essential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At busy times of the year, the cafe should sell food from pop-up stands, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be open early in the mornings i.e. before 9am.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be open in the evening, as late as other parts of the heath, park or wood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be table service rather than self-service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ingredients and food should be locally sourced, where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ingredients and food should be fair trade, where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Please read the following statements in relation to facilities in the cafe and tell us how strongly you agree or disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A or Don't know
The cafe should have plenty of facilities for children and babies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be dedicated baby changing areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should have facilities for dogs e.g. bowls of drinking water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dogs should be allowed inside the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be free access to WiFi in the cafes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be background music, or similar, played in the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should appeal to and cater for a wide range of visitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Which of the following most closely describes how you'd like a cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood to look and feel?

Note: these images are not ideas for a new design but merely to illustrate the terms used



Individual and unique



Quick and efficient



Modern and minimalist



Strong connection to nature



Architecturally distinctive



Traditional

Other



13. What do you like most about the cafe you visit at Parliament Hill Fields, in Golders Hill Park and in Highgate Wood?



14. What is the one thing you would really like to change about the cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood?

15. How would you rate the current cafe you visit in relation to the following:

	Excellent	Good	Neutral	Poor	Terrible	N/A or Don't know
Quality of food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Design of the building and space around it	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price of food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value for money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How environmentally friendly the cafe is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Links to the local community e.g. advertise local groups, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthiness of food and drink sold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities e.g. toilets, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cleanliness of cafe	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Welcoming to a wide range of visitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ambience of the cafe e.g. relaxed, friendly, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



16. Which of the following is most important to you in relation to the cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood?

Please select **one** only.

Quality of food and drink	<input type="checkbox"/>	Links to the local community / local area	<input type="checkbox"/>
Design of the building and space around it	<input type="checkbox"/>	Healthy food and drink	<input type="checkbox"/>
Price of food and drink	<input type="checkbox"/>	Speed of service	<input type="checkbox"/>
That it is environmentally friendly	<input type="checkbox"/>		

17. Do you have any other comments or suggestions you would like to share with us about the Parliament Hill Fields cafe, Golders Hill Park cafe and / or Highgate Wood cafe?



Demographics

Please answer the following questions to help us ensure that all members of our community are being served properly.

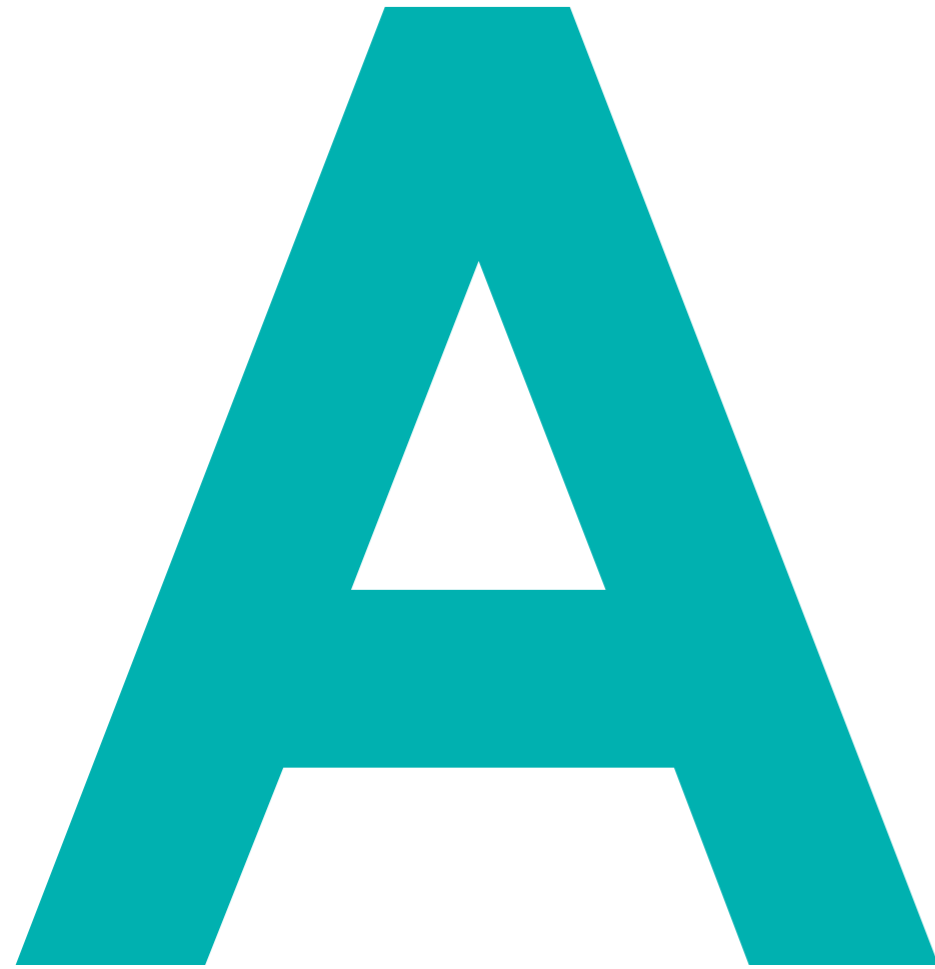
1. Are you:	2. Gender:	3. Age:
A local resident <input type="checkbox"/>	Male <input type="checkbox"/>	5-15 years <input type="checkbox"/>
Work locally <input type="checkbox"/>	Female <input type="checkbox"/>	16-19 years <input type="checkbox"/>
Visiting <input type="checkbox"/>	Other <input type="checkbox"/>	20-44 years <input type="checkbox"/>
		45-64 years <input type="checkbox"/>
		65 years + <input type="checkbox"/>
		Prefer not to say <input type="checkbox"/>

4. What is your ethnic group? Please circle.

White	Mixed / Multiple Ethnic Groups	Asian / Asian British	Black / African / Caribbean / Black British	Other Ethnic Group
English /Welsh / Scottish / Northern Irish / British	White and Black Caribbean	Indian	African	Arab
Irish	White and Black African	Pakistani	Black British	Any other ethnic group
Traveller	White and Asian	Bangladeshi	Caribbean	
Any other White background	Any other mixed / multiple ethnic background	Chinese	Any other Black / African / Caribbean background	
		Any other Asian background		

5. What is your main language?	6. Do you consider yourself to have a disability?
English <input type="checkbox"/>	Yes <input type="checkbox"/>
Other (please specify) <input type="checkbox"/>	No <input type="checkbox"/>
<input style="width: 150px; height: 20px;" type="text"/>	Prefer not to say <input type="checkbox"/>

Thank you again for taking the time to complete this questionnaire.



APPENDICES A.2 - Hampstead Heath Cafés Consultation Questionnaire Results

Introduction

The consultation questionnaire was developed in conjunction with the 'Café Working Party'. Once agreed, it was published online and the link widely shared. Paper copies were also produced and the design team attended a series of consultation events to gather further opinion. Attendees at these events were also asked to complete a questionnaire. The online questionnaire was open for 6 weeks from the 26th October to the 6th November 2016. Responses were received from 2,414 individuals.

Respondents were asked which cafés they visited and how often. The breakdown of responses is shown on Table A.2.1.

In terms of demographics, it should be noted that the respondents did not represent the diversity of the three London Boroughs in which the cafés are located. Only 10.5% of respondents reported being from a non-white ethnic group, and 74% of respondents were over 45 years old, with 28% being over 65 years old. These figures are presented with ONS (Office of National Statistics) data for Camden, Haringey, and Barnet below to highlight the difference.

Reasons People Visit Cafés on Hampstead Heath

The main reasons people cited visiting the cafés were for a coffee / tea break, before / after a walk and to socialise. The next most frequently cited reason was for a meal. These reasons should be noted to ensure that the cafés facilitate these activities, and

Table A.2.1 - Which café do you visit and how often

	more than once a week	more than once a month	every few months	once a year or less	never
Parliament Hill Fields Café	288	426	496	291	220
Golders Hill Park Café	166	313	469	413	275
Highgate Wood Café	67	153	355	513	505

Table A.2.2

	From a non-White Ethnic Group
Camden	30%
Haringey	33%
Barnet	29%
Questionnaire Respondents	10.5%

Table A.2.3

	Aged 45-64 years	Aged 65 years or more
Camden		
Haringey	21%	9%
Barnet		
Questionnaire Respondents	46%	28%

recognise them as the most likely reason for people to use them, whilst also catering for other users, such as dog walkers, etc. Acknowledging the main reasons for people to visit the cafés can allow for these uses to be prioritised, through understanding what people's expectations are, and what space, service and provision they want when coming in just for a coffee or tea break, to stop before or after a walk, or to socialise.

40.1% of people said that the number one reason they visit one of the cafés is for a coffee or tea break.

coffee / tea break	40.1%
before / after walk	21.0%
for a meal	18.1%
socialise friends / family	9.0%
walking dog	6.4%
playing with children	3.4%
other	1.3%
before / after sport	0.3%
alternative place to work	0.2%
for events or activity	0.1%

30.1% of people said that the number two reason they visit one of the cafés is before or after a walk.

before / after walk	30.1%
for a meal	25.2%
socialise friends / family	24.0%
coffee / tea break	7.3%
walking dog	5.5%
playing with children	5.1%
for events or activity	1.0%
other	1.0%
before / after sport	0.5%
alternative place to work	0.2%

28.0% of people said that the number three reason they visit one of the cafés is to socialise with friends or family.

socialise friends / family	28.0%
before / after walk	21.0%
for a meal	17.9%
coffee / tea break	16.0%
playing with children	5.7%
walking dog	4.3%
for events or activity	2.4%
other	2.4%
alternative place to work	1.5%
before / after sport	0.8%

Most Important Aspect of Cafés

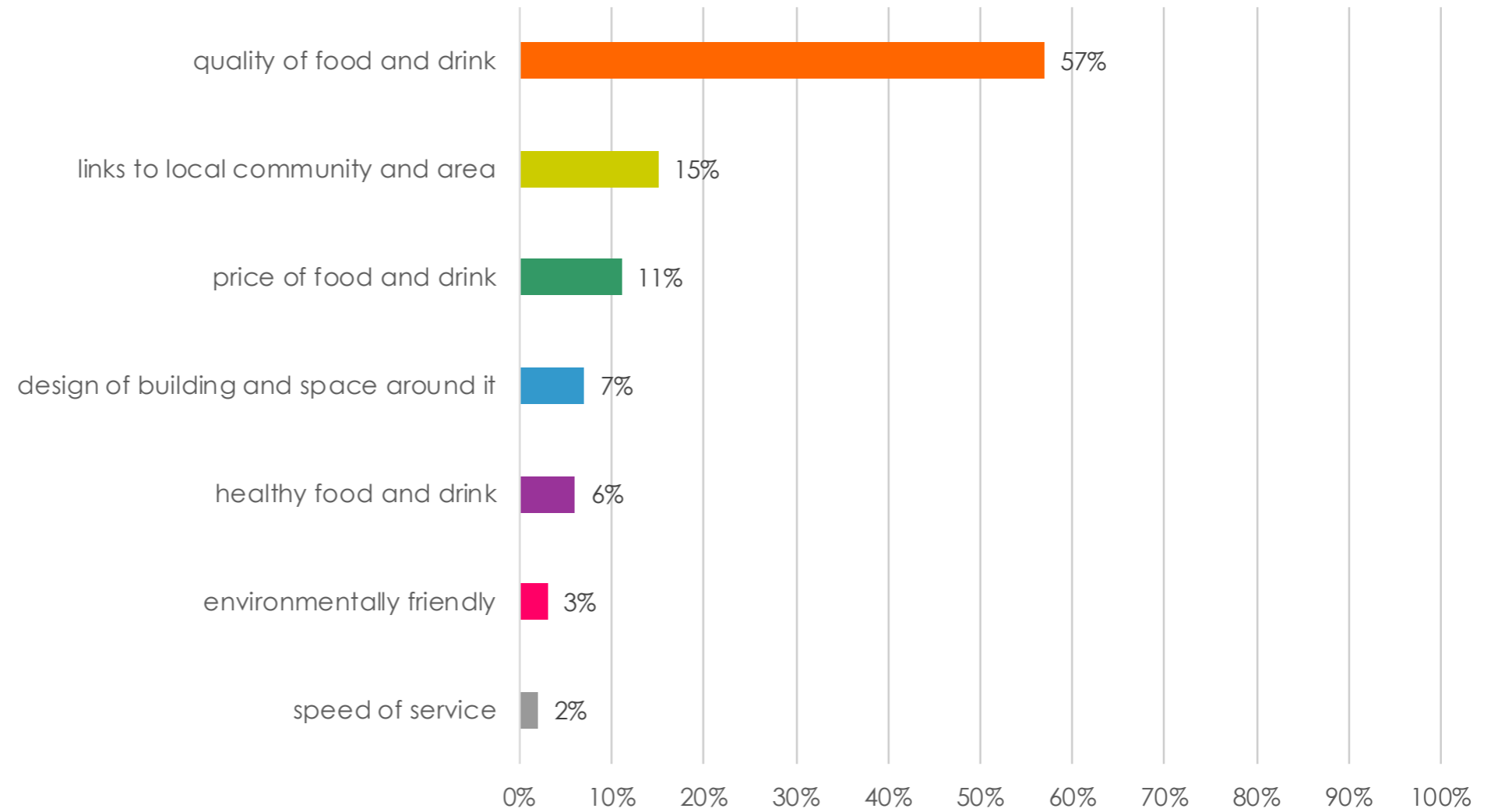
Respondents were given a forced choice question. This is a where a list of options is given, all or many of which are important, and they have to select just one. This gives a clearer indication of what is perceived to be essential in café provision, and what is more of a desirable option than a requirement.

Over half of the respondents selected quality of food and drink as being the most important aspect of a café on Hampstead Heath, Golders Hill Park or in Highgate Wood.

Price of food and drink was selected by 11% of respondents, demonstrating that the majority would not like the café to sell food and drink cheaply if this negatively impacted upon the quality of what was sold. However, there was a feeling that options should be offered to suit a range of budgets as this would encourage more people to visit.

Links to the local community was rated as being important by 15% of respondents. This was reflected in comments which frequently referred to the cafés, and their management, as part of the community.

Only 3% of respondents said that the most important aspect of the cafés were that they were environmentally friendly. People generally recognise it to be important, but feel it is less important than the quality of food served, how the café fits into the local community and what the café looks like.

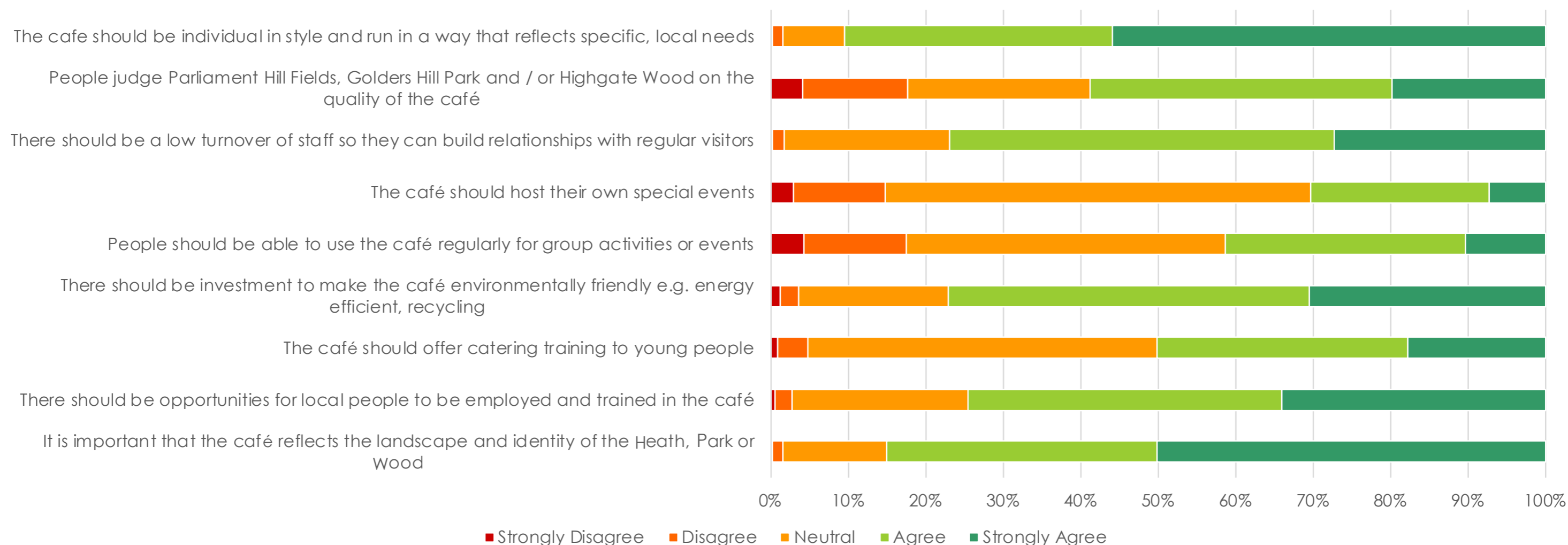


Operation of Cafés

Respondents were overwhelmingly (90%) in favour of the cafés being independent in style and the way that they were run. A considerable number specified in comments that they wanted it to be run by an organisation who were not a chain or large corporation, who they perceived to be faceless and more interested in generating income than what would benefit customers. Of the respondents, 85% agree that it is important that the café reflects the landscape and identity of the Heath. People reported that they wanted the café to blend with its setting rather than overpower it, and that links to and views of nature should be prioritised.

77% of respondents agreed that there should be a low turnover of staff. In comments, respondents said that it was important that staff in the cafés built relationships with local people. For those who are not regular customers it is important that staff are friendly, regardless of whether they recognise them as a familiar face, or not.

The statements which received lower levels of agreement include the café hosting or being used for events / activities, and catering training offered to young people.



Food Served in Cafés

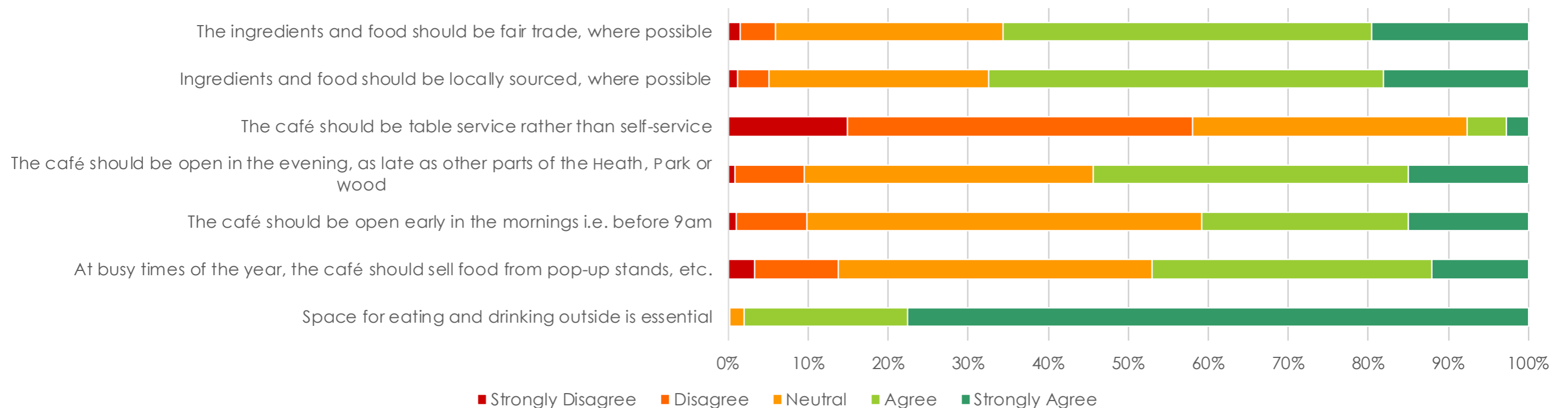
Almost all respondents (98%) felt that it was important to incorporate space outside the cafés for eating and drinking. Other responses and comments revealed that the spaces outside were used for a range of things including people taking their dogs to the café, smokers, people enjoying the fresh air and people with children. Space outside should be designed to cater for all of these needs and it should be understood that they will often happen simultaneously and separation may therefore be required. In all cafés, requests were received to provide more outdoor seating, or better quality outdoor seating, and more covered areas in some cases.

Respondents also agreed on the whole that ingredients in food should be locally sourced and fair trade where possible.

There was some desire to have cafés which open earlier than 9am to serve people on the way to school or work, or those out for early morning walks by themselves or with their dogs. Some also reported that they would like cafés to be open in the evening, particularly in the summer. Live music events, etc, which have previously been hosted by cafés, were praised.

Respondents were generally not in favour of table service over self-service, 15% strongly disagreed and 43% disagreed (total of

58%), suggesting the majority favoured self-service, or a mix of self-service and table service.



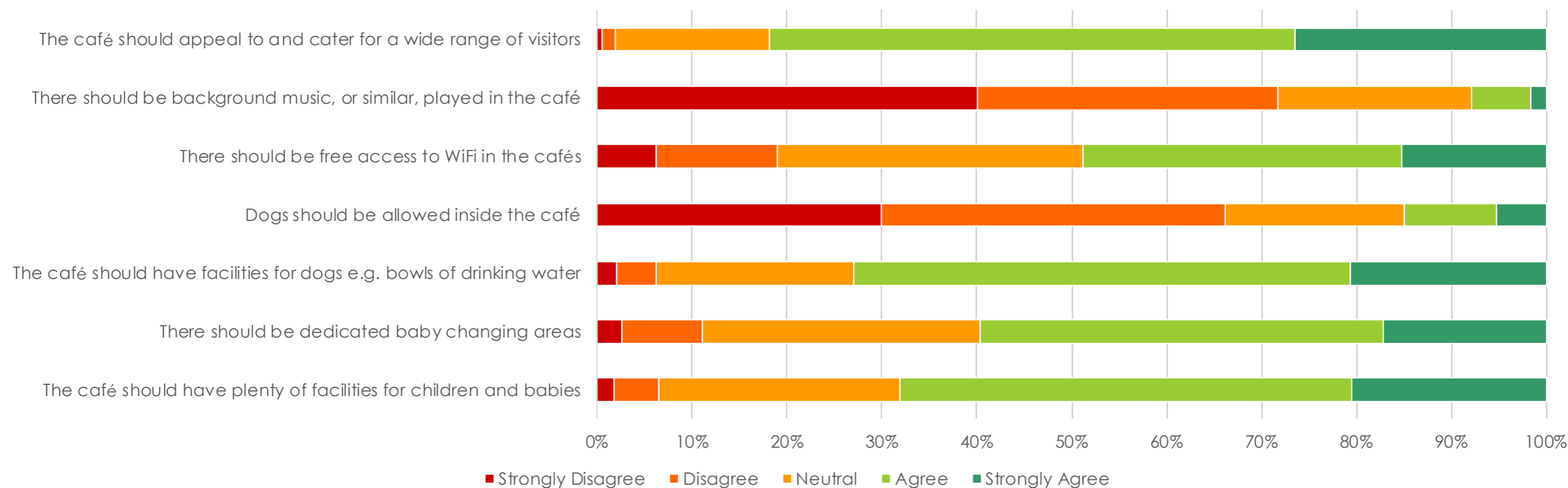
Facilities in Cafés

Respondents were in agreement that the café should cater for a wide range of visitors. In their comments, a large number of respondents noted that the current café provision attracted a range of visitors from young to old, and those with families or dog owners. However, greater diversity than this was not reported. There were mixed views on how accessible the cafés, including toilets, were to disabled customers. It should be noted that the majority of respondents to the questionnaires were users of the current café(s), and were not representative of the overall demographic of the London Boroughs in which the cafés are located. There may be groups who feel the cafés are not for

them and do not visit. If the cafés are to appeal to and cater for an even wider range of visitors, their needs are important and should be recognised.

Overall, people reported that they would like baby changing facilities and facilities for children. Comments revealed that this meant facilities within the cafés, not just nearby. Whilst most people agreed that water, etc should be provided for dogs, two thirds of respondents felt that dogs should not be allowed inside the cafés. In comments, a number of respondents reported that they would like further separation of dogs in outside areas, especially if owners had them off their leads.

Around 75% of people did not want background music playing, with 40% feeling strongly that there should not be music. Opinion was divided on the provision of WiFi.



What Drinks Do People Want?

Respondents were asked to select the two most important from the list shown opposite.

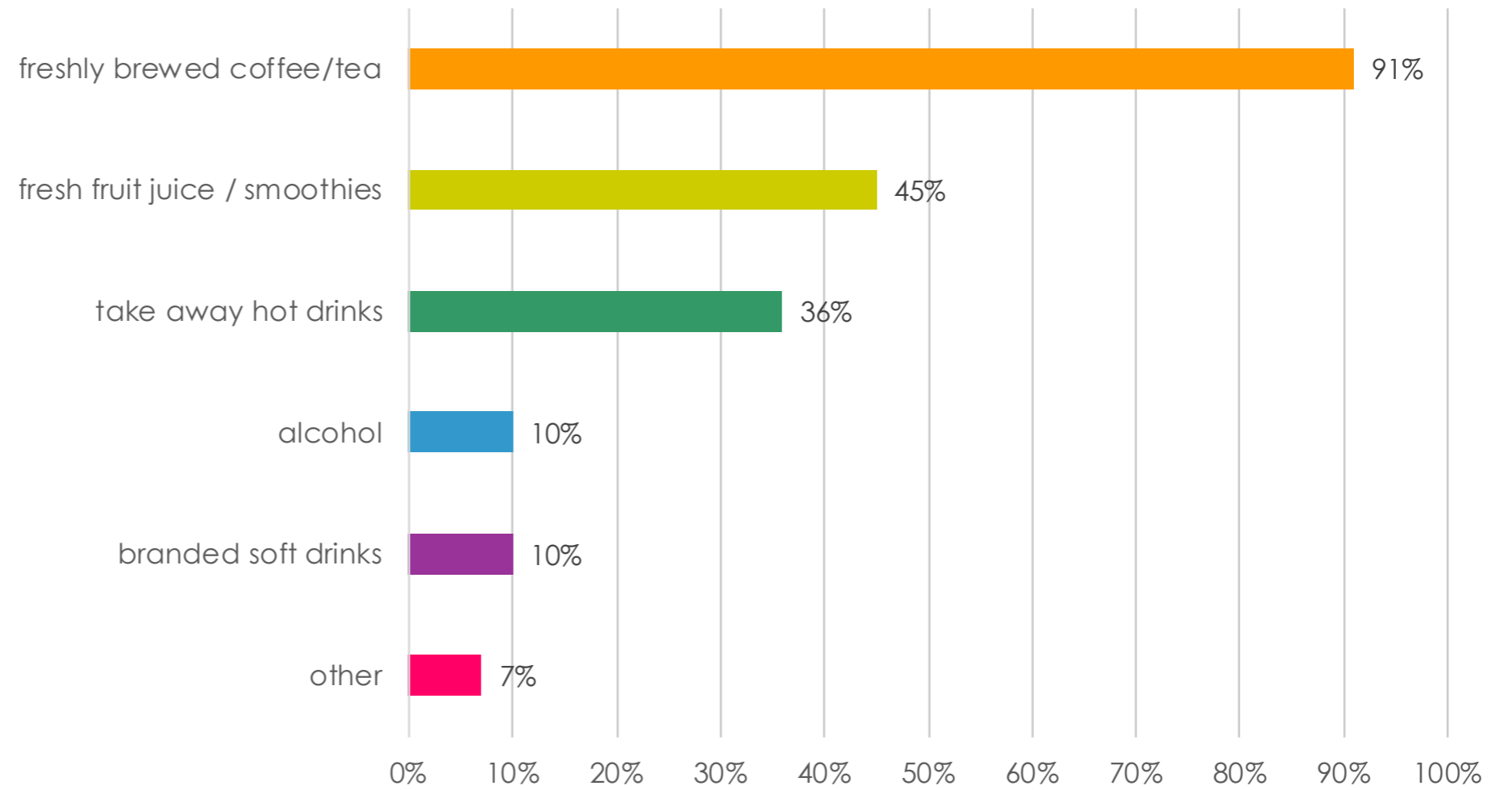
Overwhelmingly, respondents reported that freshly brewed coffee and tea were important to them. In terms of the quality of coffee currently served, many respondents were very positive, but some cited this as something they'd like to change.

As a coffee / tea break was cited as the main reason people would visit the café, this element of the offer needs to be effective and efficient to encourage people to continue to come to the café. Quality of tea and coffee offered is very important.

The second and third types of drinks people wanted were fresh fruit juice / smoothies and hot drinks to take away.

Only 10% of people reported that it was important that branded soft drinks and alcohol were served.

Those selecting "other" specified that this included: herbal teas, hot chocolate, more niche soft drink brands, free access to water with glasses, and free hot water.



What Food Do People Want?

People were asked to select the three most important food items that should be served in the cafés.

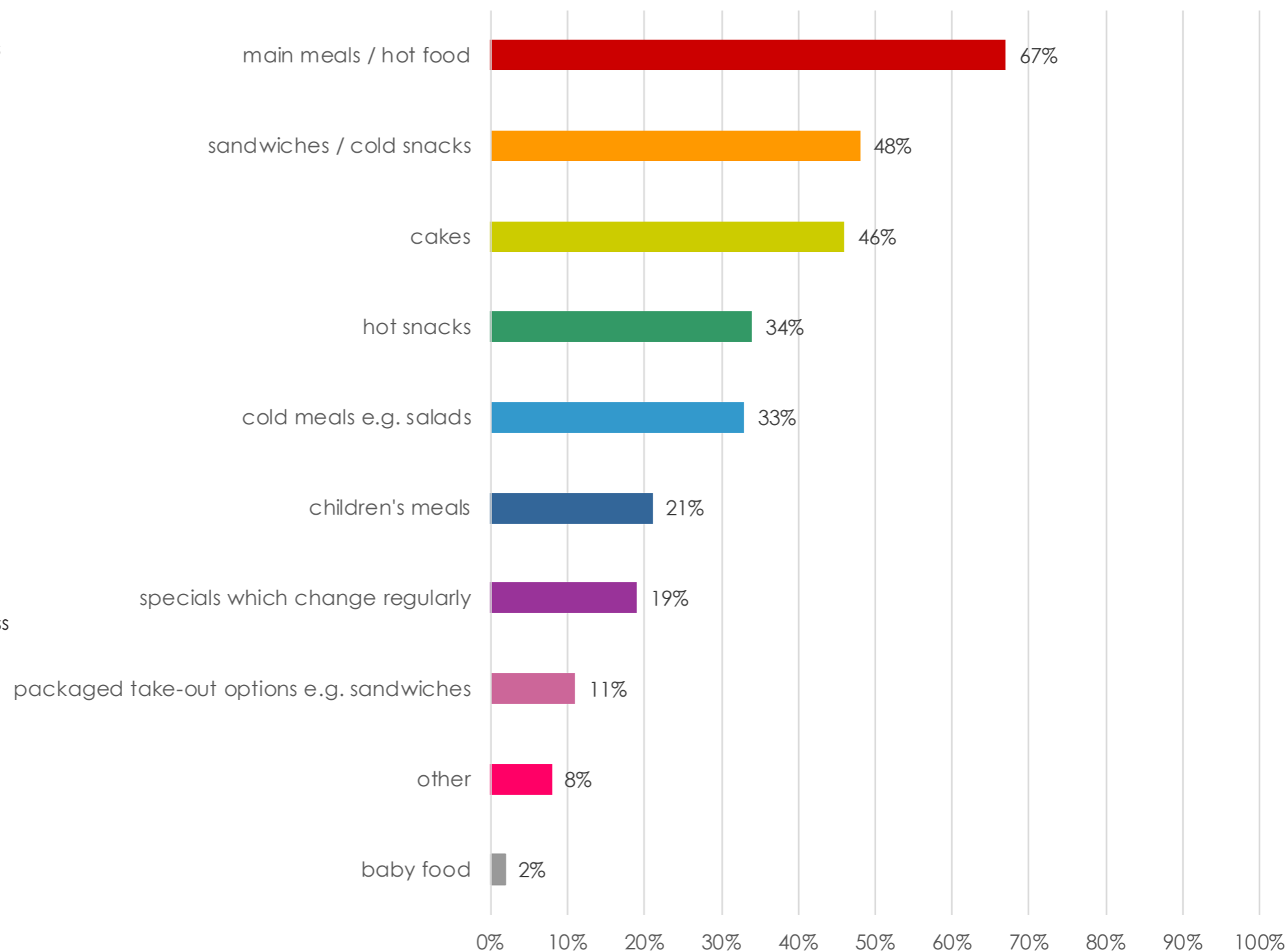
There was not a very clear distinction in relation to food, which suggests that one of the most important things is variety and choice to suit a range of needs.

Around two thirds of people reported that it was important that cafés served hot food and main meals. At the same time almost half the respondents also said that sandwiches and cold snacks should be served, and a variety of cakes.

A considerable proportion of respondents reported that hot snacks, cold meals, children's meals and regularly changing specials were important to them. Baby food was only felt to be important to 2% of respondents.

Those who selected "other" specified ice cream (preferably homemade), pastries and breakfast options e.g. porridge, etc.

There were numerous positive comments made in relation to the hot food currently served and it is seen as important that freshly prepared hot food at a reasonable price is offered. There was less satisfaction reported with fresh salads and sandwiches currently offered, and the range of healthier options for children.



What Other Options Do People Want?

Respondents were also asked to select two other options that were important to them.

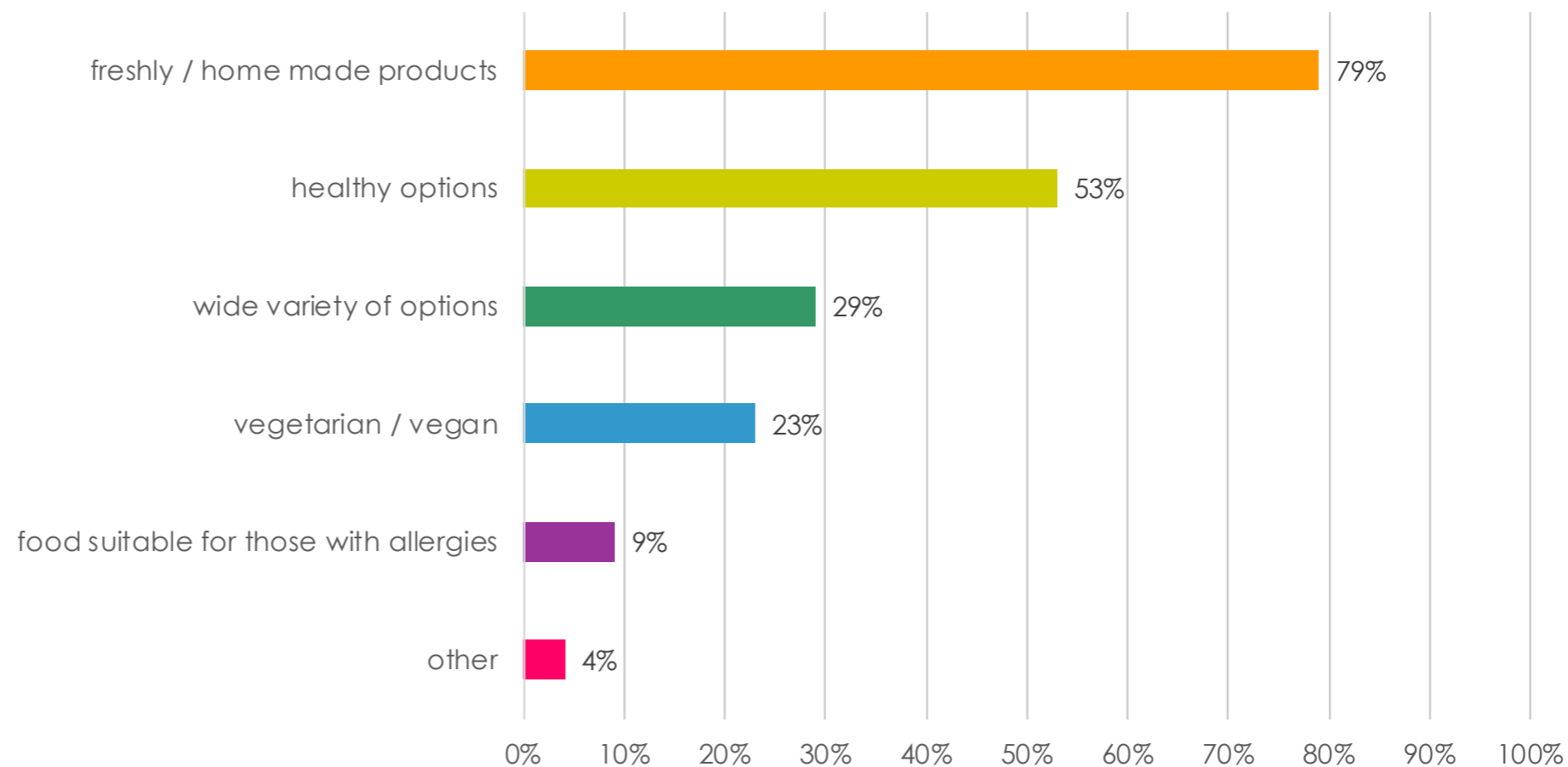
The most important option, cited by over three quarters of respondents, was that freshly made and / or home made food was served. Respondents specified that this included; main meals, freshly made salads, and home made cakes, pastries and ice cream.

Healthy options were also reported to be important, and it was selected by over half of respondents. Comments revealed that this included healthy options for children's meals and freshly prepared salads.

Variety was viewed as important, although for some people it was more important to offer a limited number of options, but to do them well.

Being able to offer vegetarian and vegan options was felt to be important by around one quarter of respondents, and about one in ten thought that food suitable for those with allergies was important. Some respondents commented that staff should at least be trained on food allergies and be able to provide information about the food served to assist those with allergies.

Of the respondents who selected "other", the most commonly specified alternative option was organic food.



Existing Café Provision

There was a lot of support for the existing café providers from respondents. However, it should be noted that whilst many respondents wanted the cafés to stay exactly as they are, a considerable number of respondents only wanted specific elements of the cafés to be retained, in particular that they retain their unique local and community identity.

It is important to appreciate what is liked about the existing café provision, so that the positive aspects which make the cafés so popular are maintained. On the following three pages, satisfaction ratings with the existing cafés are given.

The data shows that quality of food and drink were consistently rated highly, as was the atmosphere in each of the cafés and the cleanliness. Respondents also reported that the cafés were all welcoming to a range of people. However, the non-representative demographics of the respondents for the three London Boroughs where the cafés are located should be taken into account. Those who use the cafés feel that they are welcoming to a diverse range of people, however, the questionnaire responses do not provide support for this as responses are not from a representative demographic group.

Only around half the respondents reported that their cafés had strong links to the local community. Whilst they felt that those running the cafés were members of their community, a number of people did not feel that they actively and consistently supported local groups. There were reports of some events taking place, however this was not perceived to be the norm by everyone, or to happen consistently.

Almost one third of respondents, and almost half from Highgate Wood, did not feel that the café represented good or excellent value for money. Whilst quality is clearly important to respondents, it was widely reported that people did not want the cafés to become too expensive and should offer a range of food and drink to suit different people's budgets.

Speed of service was cited as an issue at busy times in all three of the cafés, in particular Highgate Woods café. People want an efficient, yet personalised service. Being able to order quickly, but not feeling you are being rushed or just treated as a "number".

In terms of setting, a considerable number of respondents felt that the design of the café and its surroundings could be improved. In relation to Parliament Hill Fields café 47% of respondents did not think that the design of the building was good. Around one fifth of respondents said that Highgate Wood café building was not good, comments revealed that this related mostly to the internal rather than external space. Around one third of respondents did not rate the building or landscape as good at Golders Hill Park café.

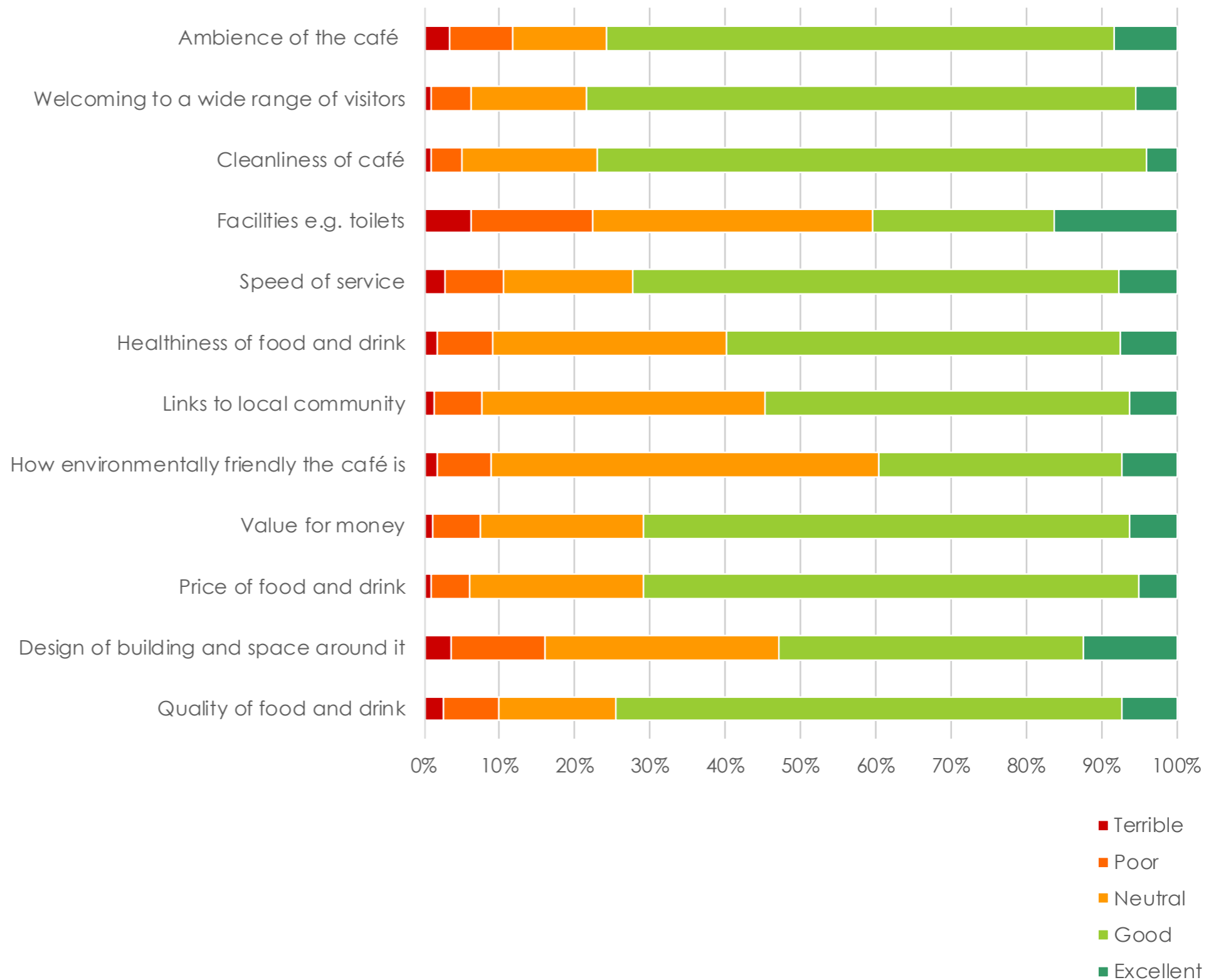
In addition, facilities, especially toilets, were not rated positively by all respondents. Around 60% of the respondents said facilities at Parliament Hill Fields were not good. Over half of respondents reported the same about facilities at Highgate Wood café, and about 45% of respondents said that facilities at Golders Hill Park were not good.

Existing Café Provision: Parliament Hill Fields

The only aspects rated as significantly less than satisfactory overall were how environmentally friendly the café is (generally, respondents did not have a high awareness of this issue) and the facilities, particularly the toilets.

In terms of what they liked about the current café, people were most likely to mention quality of food, friendliness of staff, value for money, that it is independently run (particularly that it is a family business), that service is efficient and that there is a positive atmosphere. A number of people also mentioned that it was a café for everyone.

The majority of people who responded to the question about what they would like to change said nothing. However, there were some suggestions of things to improve from others, which included: an upgrade of the building (but not over stylised or generic, something low key and in-keeping with the natural setting were preferred), dogs to be kept more separate, longer opening hours and improved toilet facilities.



Existing Café Provision: Golders Hill Park

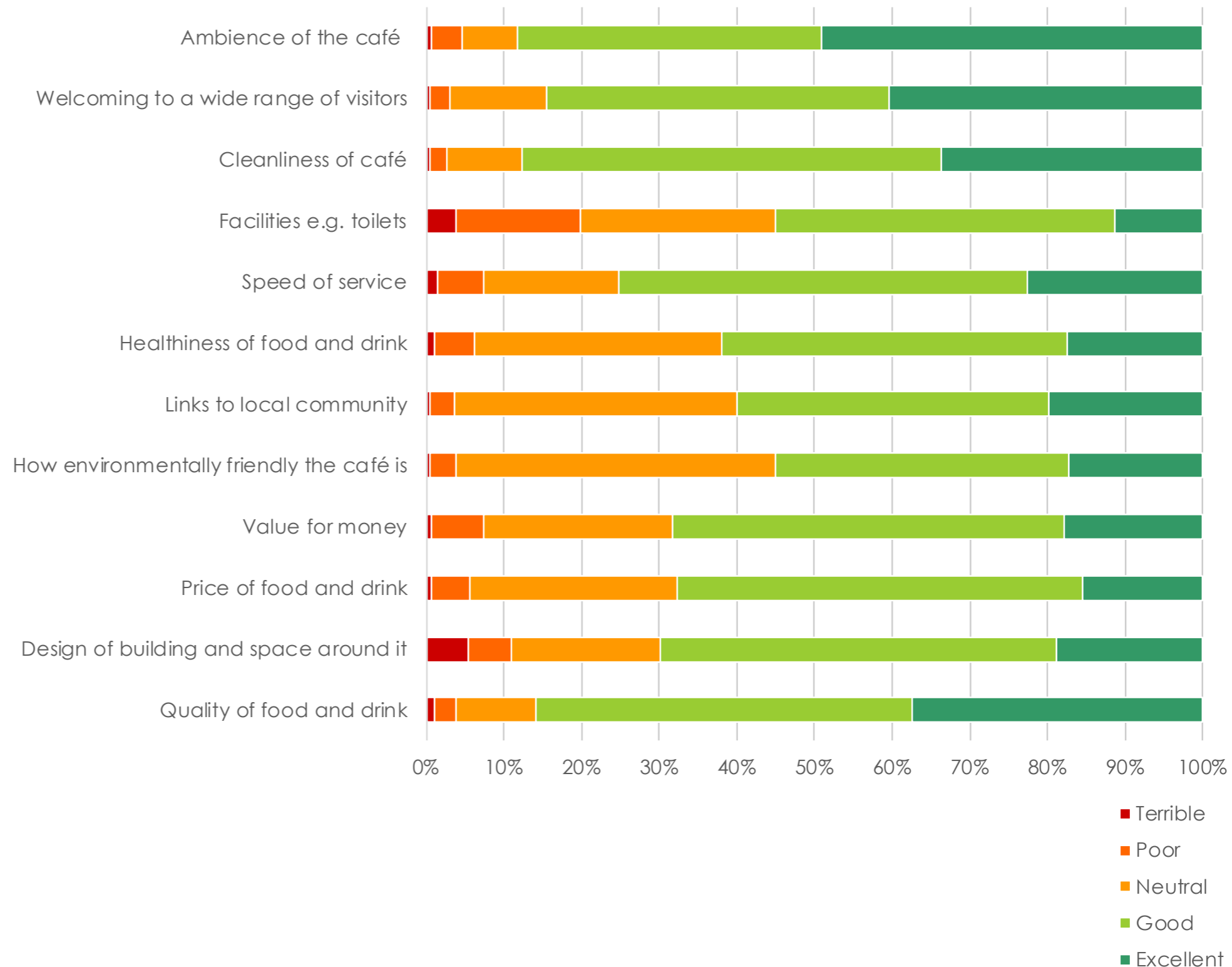
There were no elements of the café with which people expressed overall dissatisfaction. The most negative responses received were in relation to the facilities and design of the building.

When asked to comment on what they liked about the current provision, the main things cited were:

- friendliness of staff,
- quality of the food and drink,
- views and connection to nature, the atmosphere
- the fact that it is independently (and family) run.

Homemade ice cream was also cited by a large number of respondents.

Again, the most frequent response about what people would like to see changed was nothing. People who did note improvements that could be made cited: greater variety in food options offered, longer opening hours, speedier service at peak times and, for some, a friendlier service by staff.

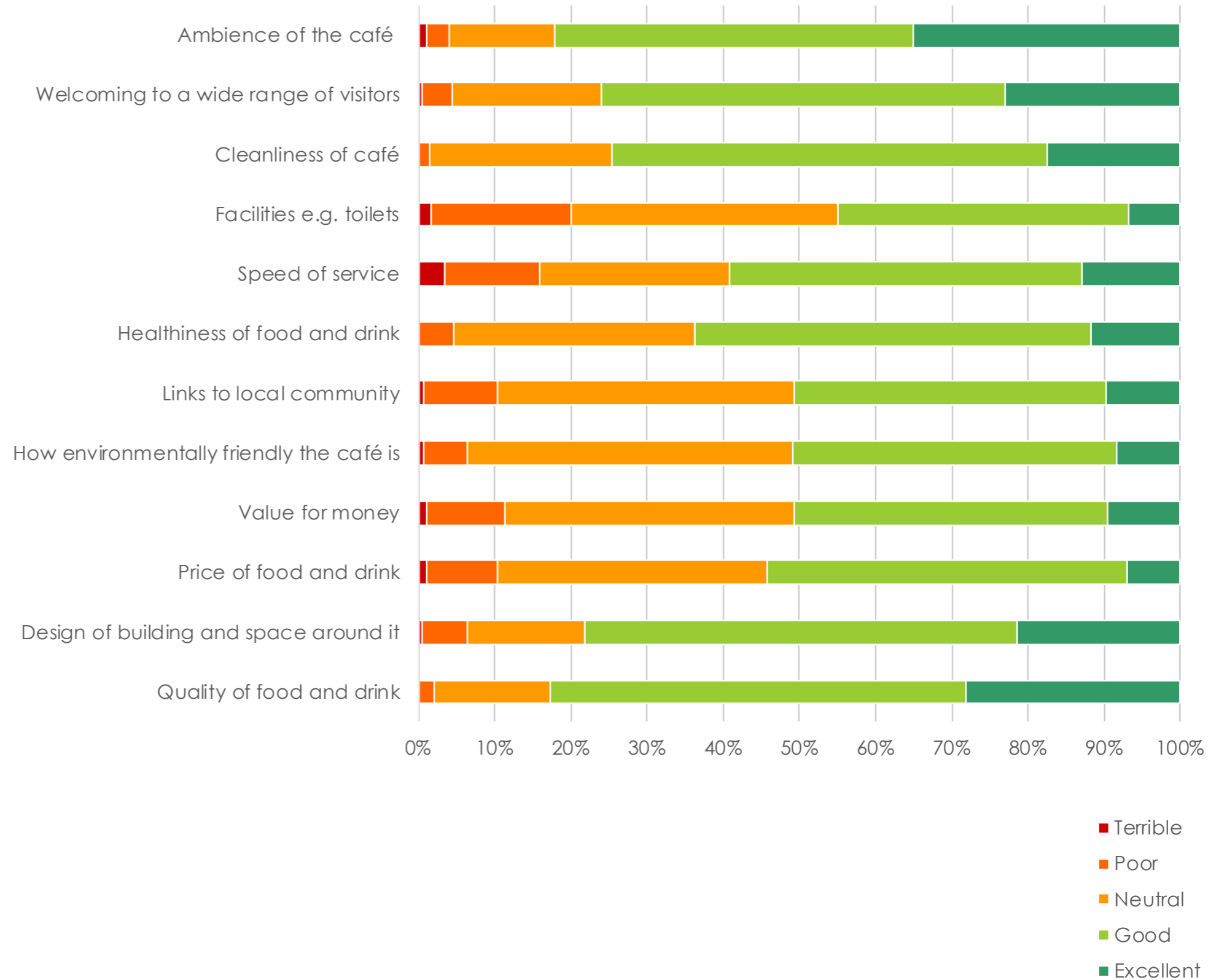


Existing Café Provision: Highgate Wood

The majority of respondents reported that toilets were not good. The degree to which the café is environmentally friendly, links to the local community and value for money were borderline satisfactory, with a number of people reporting that they were not good or excellent in the current café.

When asked what they liked about their current provision, people were most likely to say quality of the food, friendliness of the staff, the outdoor terrace area, and views and links to nature.

Again, there were a number of people who said that they would not like anything to change about the café, but there were fewer responses of this nature, proportionally, than there were for Parliament Hill Fields café. The most frequent response, in relation to what people wanted changing, was the speed of service at peak times. They also cited the toilet facilities as something that needed improving, and requested more inside seating. Almost half the respondents did not feel the café represented good value for money.



Design of the Cafés

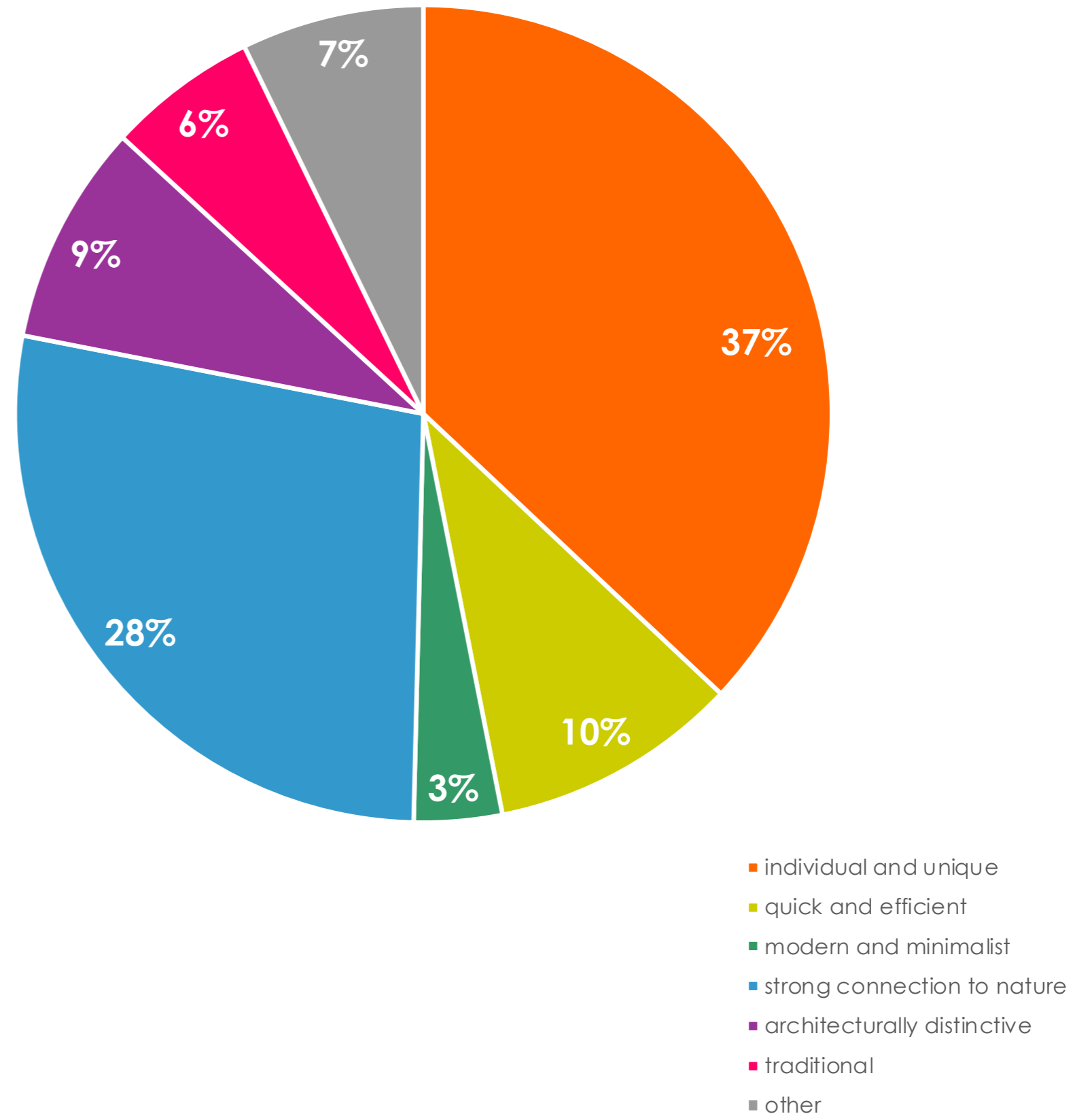
The two main styles which respondents selected for preferred café design were individual and unique, and strong connection to nature.

Many respondents felt the connection to nature is provided through outdoor spaces adjacent to the cafés.

Design of the spaces was one of the most often cited things that respondents would like to change about the existing cafés. However, the majority of the 7% who responded "other" specified that they would like the café designs to stay as they are.

There was some concern that changing the café design would lead to something which was generic or sterile being provided. Or that it would be too modern or trendy. There were very few people who selected modern and minimalist as a preferred style, suggesting the café design needs to link to it's location, rather than trying to provide a contrast to the natural landscape.

Words people used to describe their preferred style, other than those in the questionnaire, include: low-key, unfussy, traditional and more cafeteria than restaurant.



Conclusions

Based upon the responses to the questionnaires, the following are noted as being particularly important to people for their cafés in Parliament Hill Fields, Golders Hill Park and Highgate Wood:

Unique style – respondents were overwhelmingly in favour of cafés which were unique, both in design, and the food and service on offer.

Freshly prepared food – food that is homemade, and unique or distinctive is something which is important to people. Pre-packaged or mass produced food is clearly not something that people want the cafés to serve. People reported that freshly made food encouraged them to visit the cafés as it was increasingly unusual to find somewhere that offered this in a café setting.

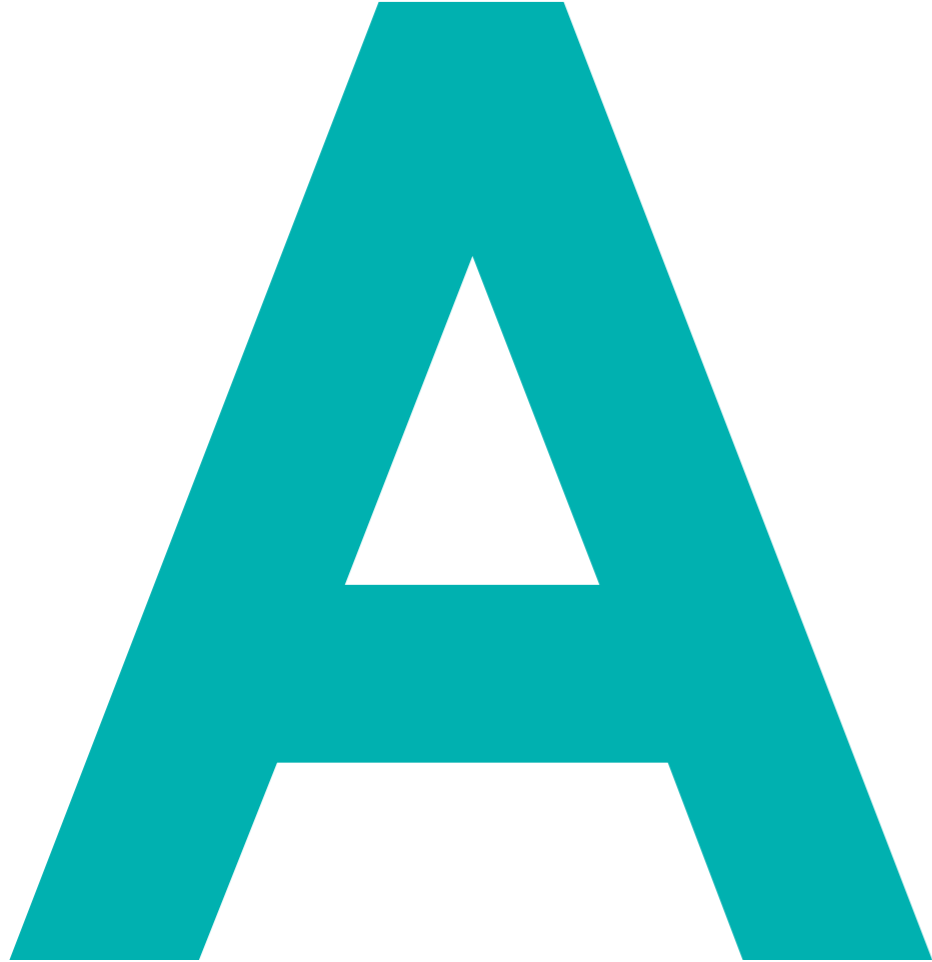
Community links – people want to feel that the cafés are part of their community, rather than just operating within it. They want something to be provided over which they feel a sense of ownership, and management who they know personally. They want to feel that they are using a local provision and therefore investing in their own community. They want those running the café to have an understanding of local needs and to respond to them in their offer.

History – the cafés have been operating for a number of years and people feel a sense of their own history attached to them. They want this to endure in any café provision, through maintaining the ethos of cafés, and their independence and uniqueness.

For everyone – respondents feel that the cafés have to be provided to suit the needs of everyone. It is important to recognise what this means, and what would encourage a diverse range of people to visit the cafés, including both those who use the existing provision, and those who don't currently use the cafés but might like to in the future. Provision for different users e.g. dog walkers, is important but should not negatively affect the user experience of others.

Design of the space – people want the cafés to be pleasant buildings with plenty of fit-for-purpose outdoor space and seating, which allows everyone to enjoy the views and location of the café. The design should reflect the natural setting. The design should also have a positive impact upon operation of the café, such as facilitating speed of service and providing access to facilities such as good toilet provision.

APPENDICES A.3 - On-site interviews and engagement work Results



Parliament Hill Consultation Event 2016.09.08

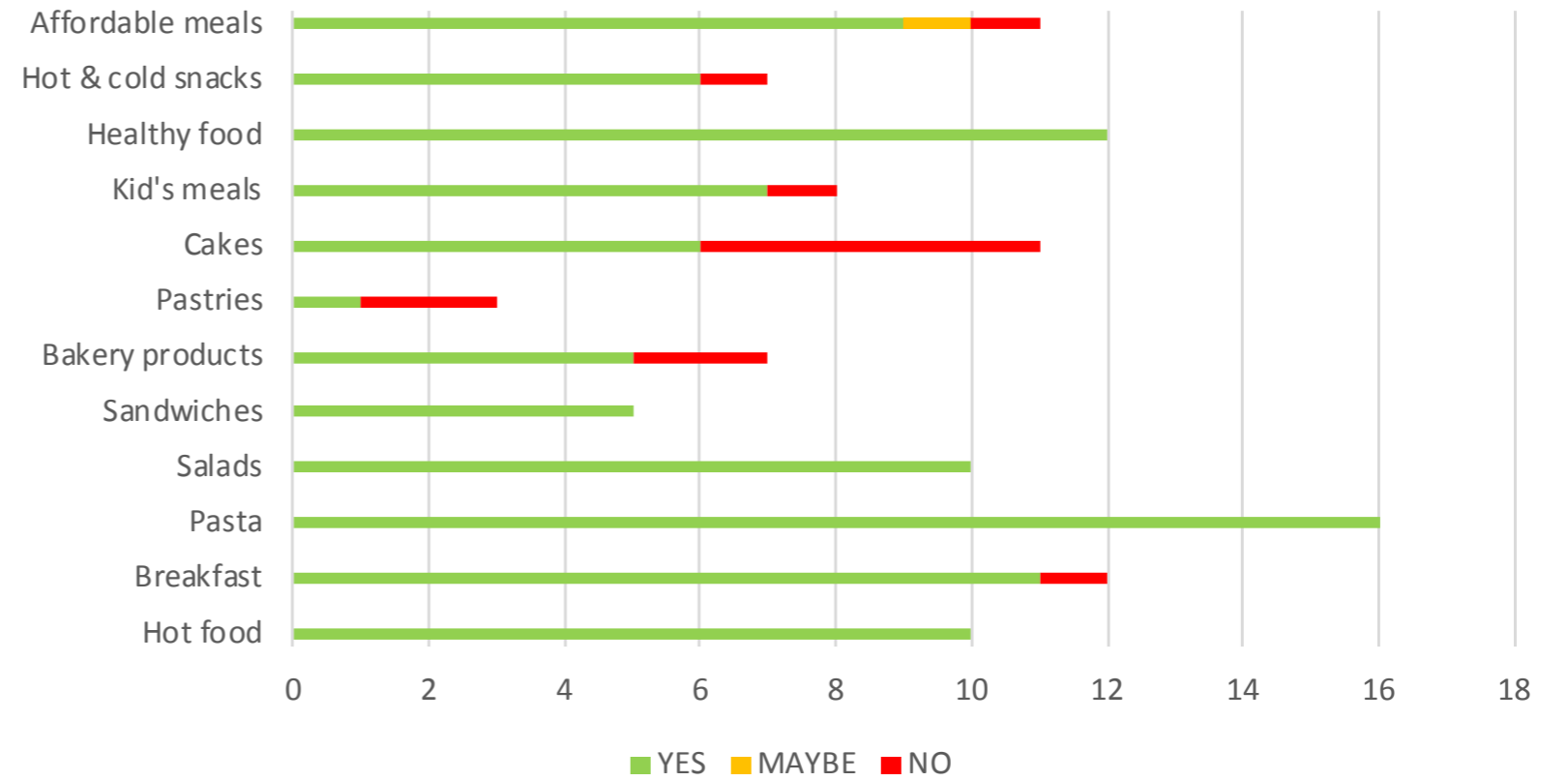


Fig.A.3.1 - Parliament Hill consultation event, on 08.09.16.



Fig.A.3.2 - Parliament Hill consultation event, on 08.09.16.

Type of food we like



Type of café we like

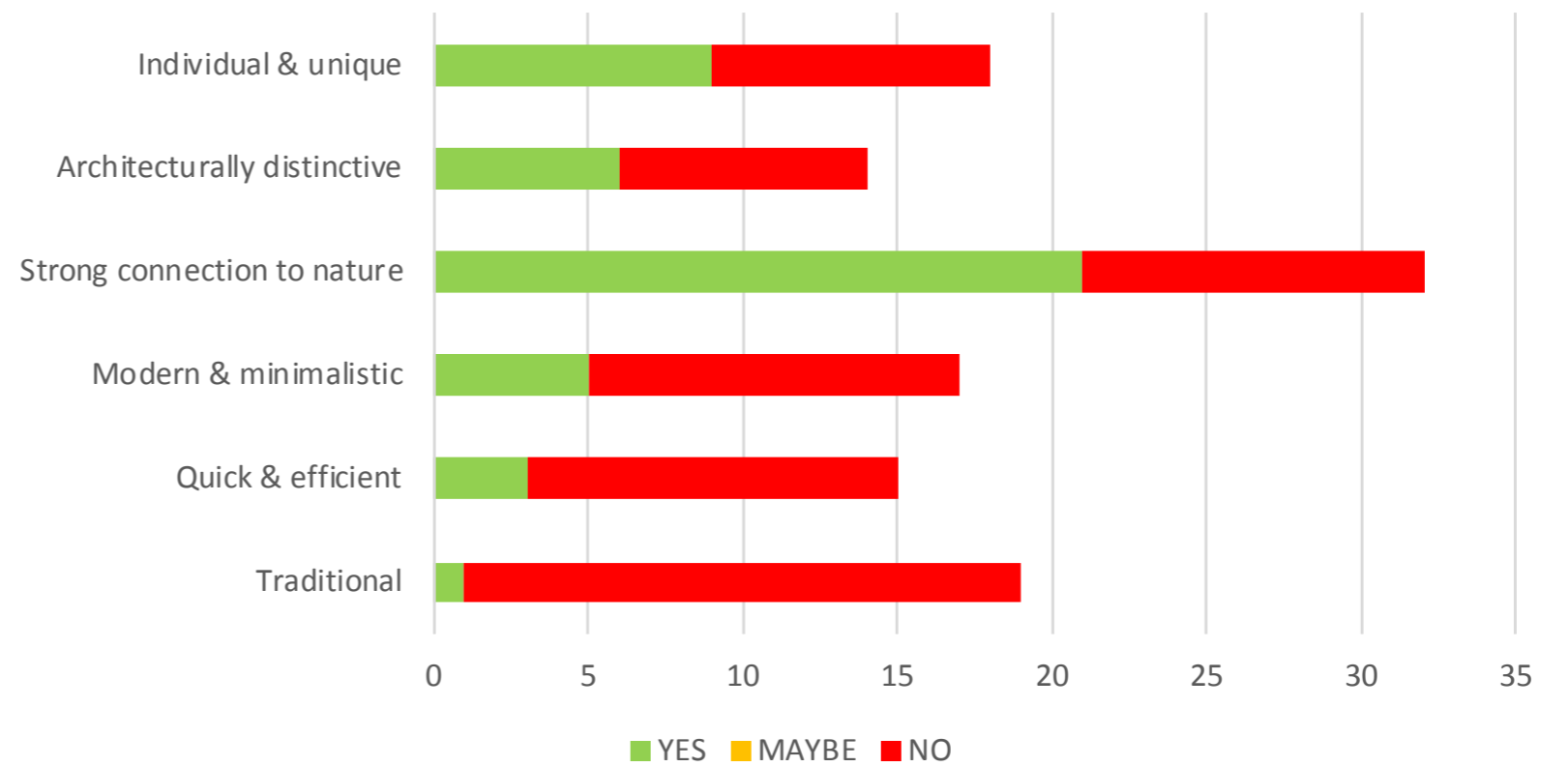


Table A.3.1: Parliament Hill Café Consultation Event 08.09.16 - Comments

Aspirations Negative - no change Positive

General	Café look/ feel	Food offering
We would not want to change it in any way +1	Need more tables outside.	All of the above (food) looks nice.
Stakeholders? We are a community, this perfectly serves community	Clean dog water and dog friendly café	We have all this now! +1
You miss the point we want community.+2	Only people who have dogs actually like dogs.	Good quality healthy food
Nice that you are doing this, but as you can see from the comments, old people are afraid of any change!	Rights for non dog owners now!	We need a family run community café with excellent food - we have it! No change
Why change something that work? It us not always about money. +1	Ban dogs not on lead!	
We love this café, don't change it! +3	Missing - Asset of community value - A place of companionship for the elderly, young parents, and people with problems. Café = wellbeing + culture	
	Keep the same - especially now that improvements have been made +3	
	Keep it the same +5	
	Close to nature - but not 'Benugo' (ie. In the photo) +3	
	Keep it like it is +2	
	We want it the same as it is now +15	
	Keep it like it is +3	
	We love it keep the same +1	
	This is my favourite café anywhere please don't change anything about it. It is perfect. Thank you.	



Fig.A.3.3 - Parliament Hill consultation event, on 08.09.16.

Golders Hill Consultation Event 15.10.16



Fig.A.3.4 - Golders Hill consultation event, on 15.10.16.

Type of food we like

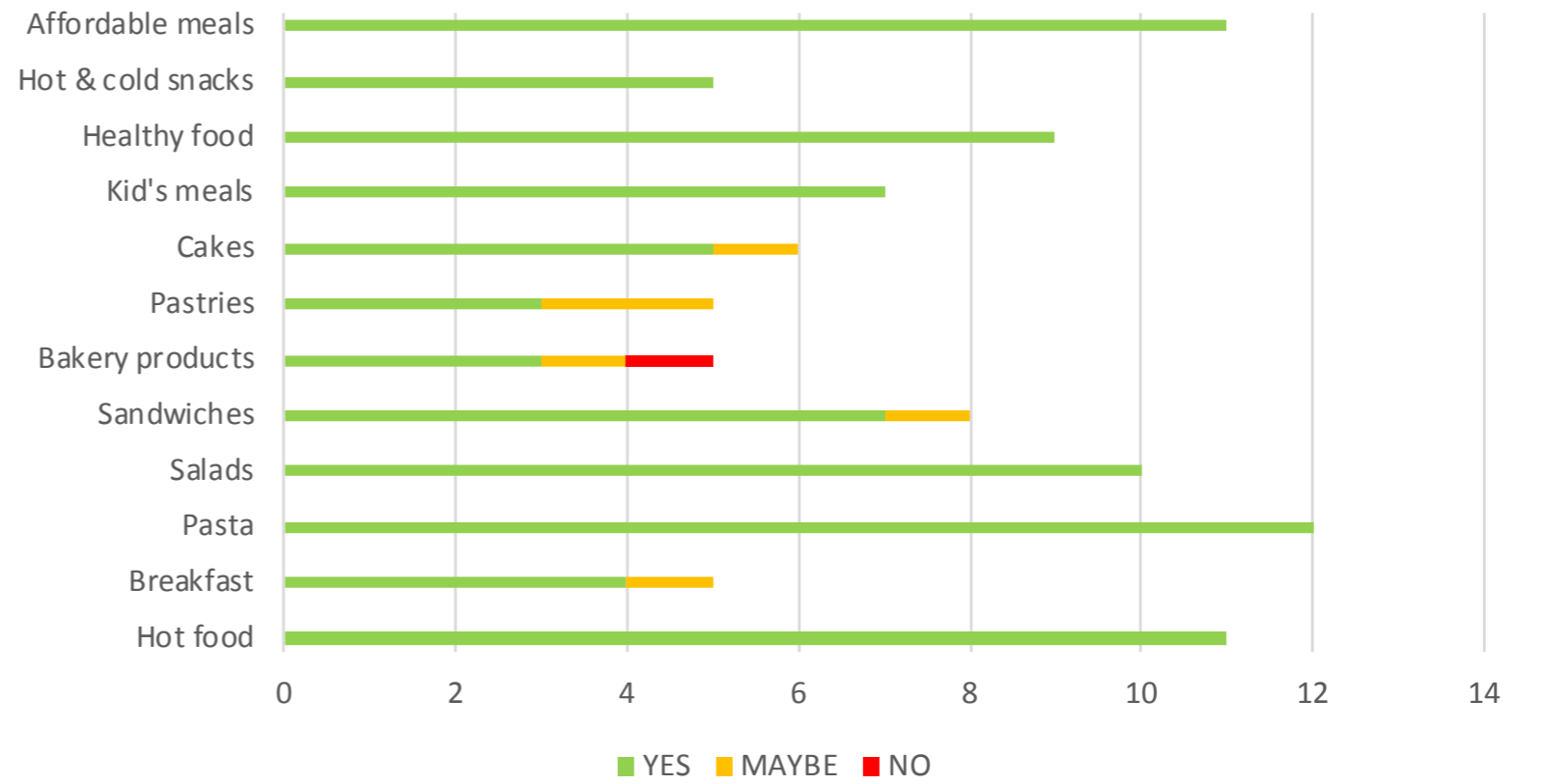


Fig.A.3.5 - Golders Hill consultation event, on 15.10.16.

Type of café we like

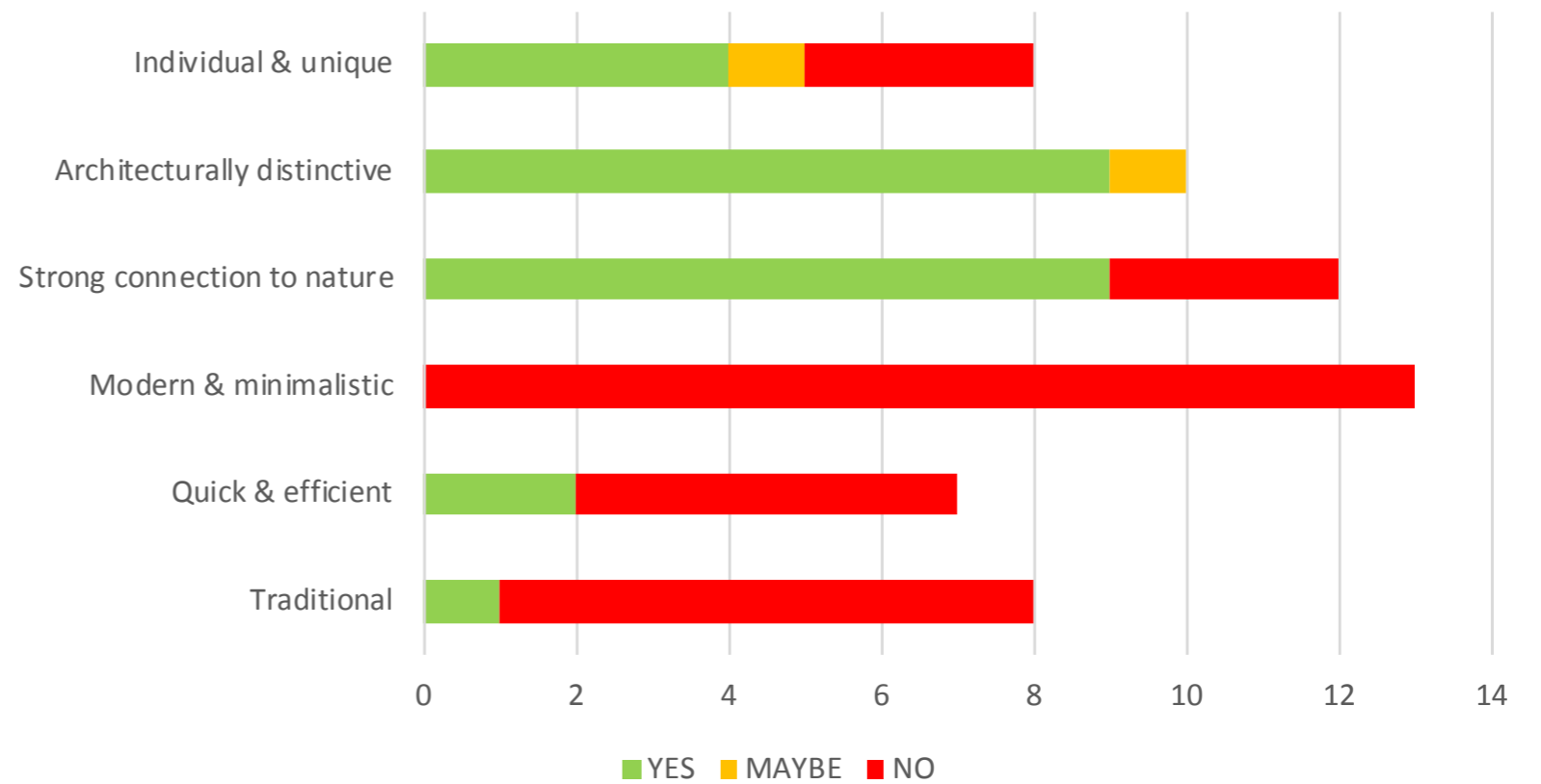


Table A.3.2: Golders Hill Café Consultation Event 15.10.16 - Comments

Aspirations	Negative - no change	Positive
General	Café look/ feel	Food offering
60p charge for under £10 is not good	Not maintained	Can't afford the prices
Extra charge for milk with tea	Tired looking	Food not good at their prices
Kenwood is better	Too old school/poor standards	Light meals/breakfast
Use café more for the community	Very friendly, I love coming here	More kids meals
Harness resource for community	Atmosphere is very important	Costco cakes are too cheap and cheerful
	Unorganised	Bad coffee
	Please don't let corporate ownership destroy the friendly, family atmosphere	More homemade cakes
		Toasted sandwiches and Salmon Teryaki is very good
		Bad food
		Parents want snack/fruit for kids, kids boxes etc would be good
		The ice cream is the best!
		Too expensive can get same for less from gourmet burger

Would you like it to stay the same?

9 yes votes

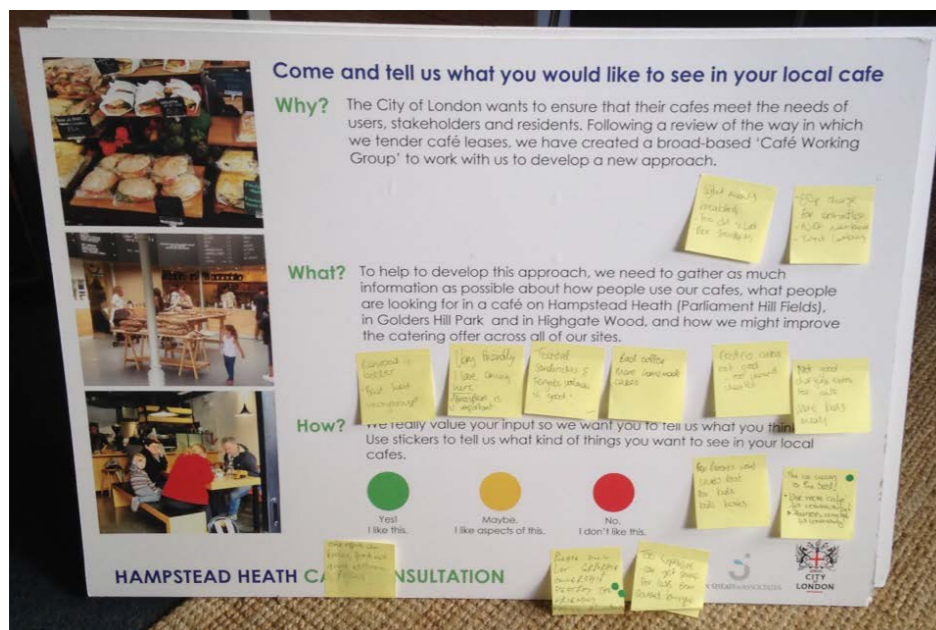


Fig.A.3.6 - Golders Hill consultation event, on 15.10.16.



Fig.A.3.7 - Golders Hill consultation event, on 15.10.16.



Fig.A.3.8 - Golders Hill consultation event, on 15.10.16.

Highgate Wood Consultation Event 22.10.16

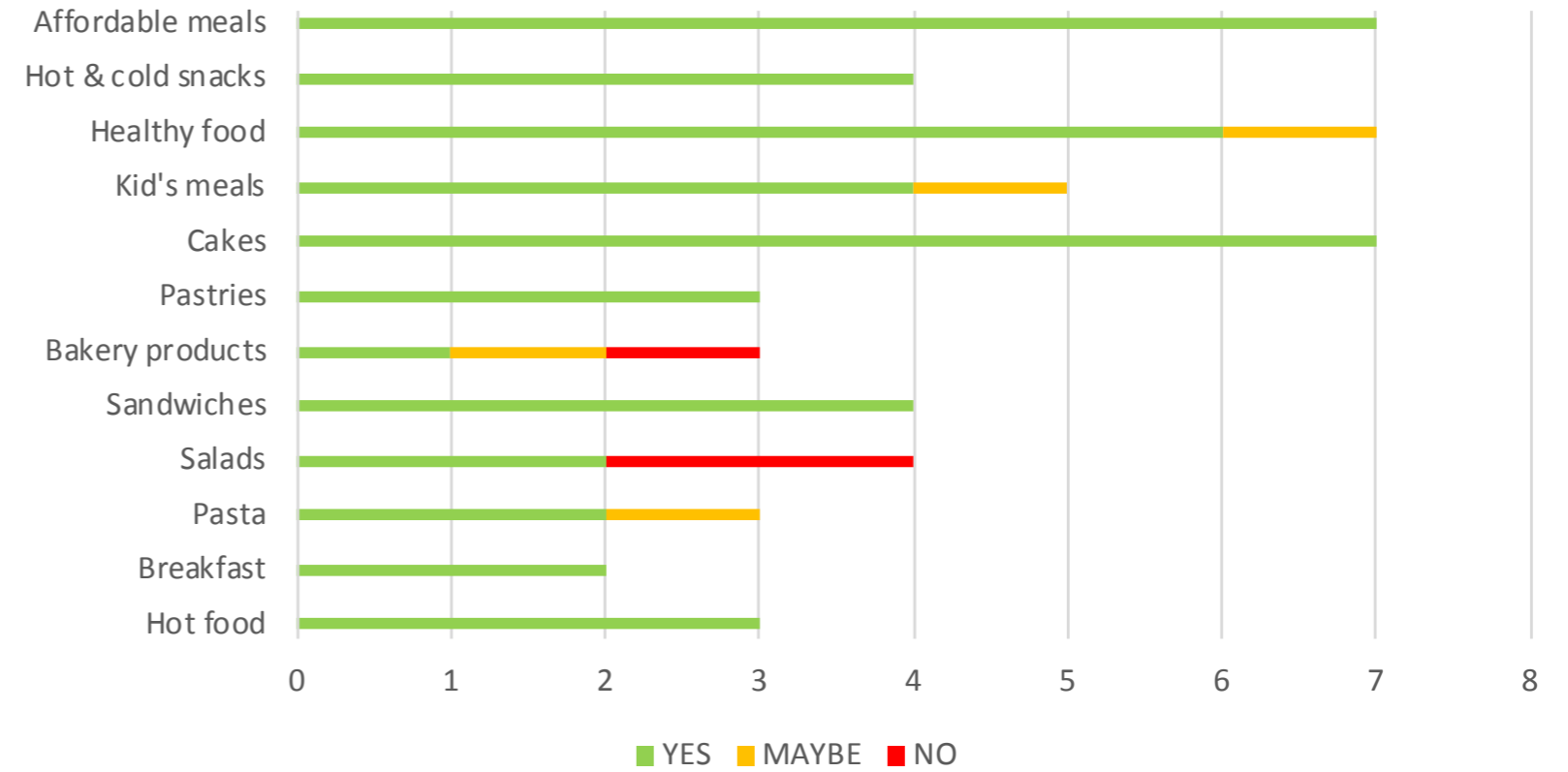


Fig.A.3.9 - Highgate Wood consultation event, on 22.10.16.

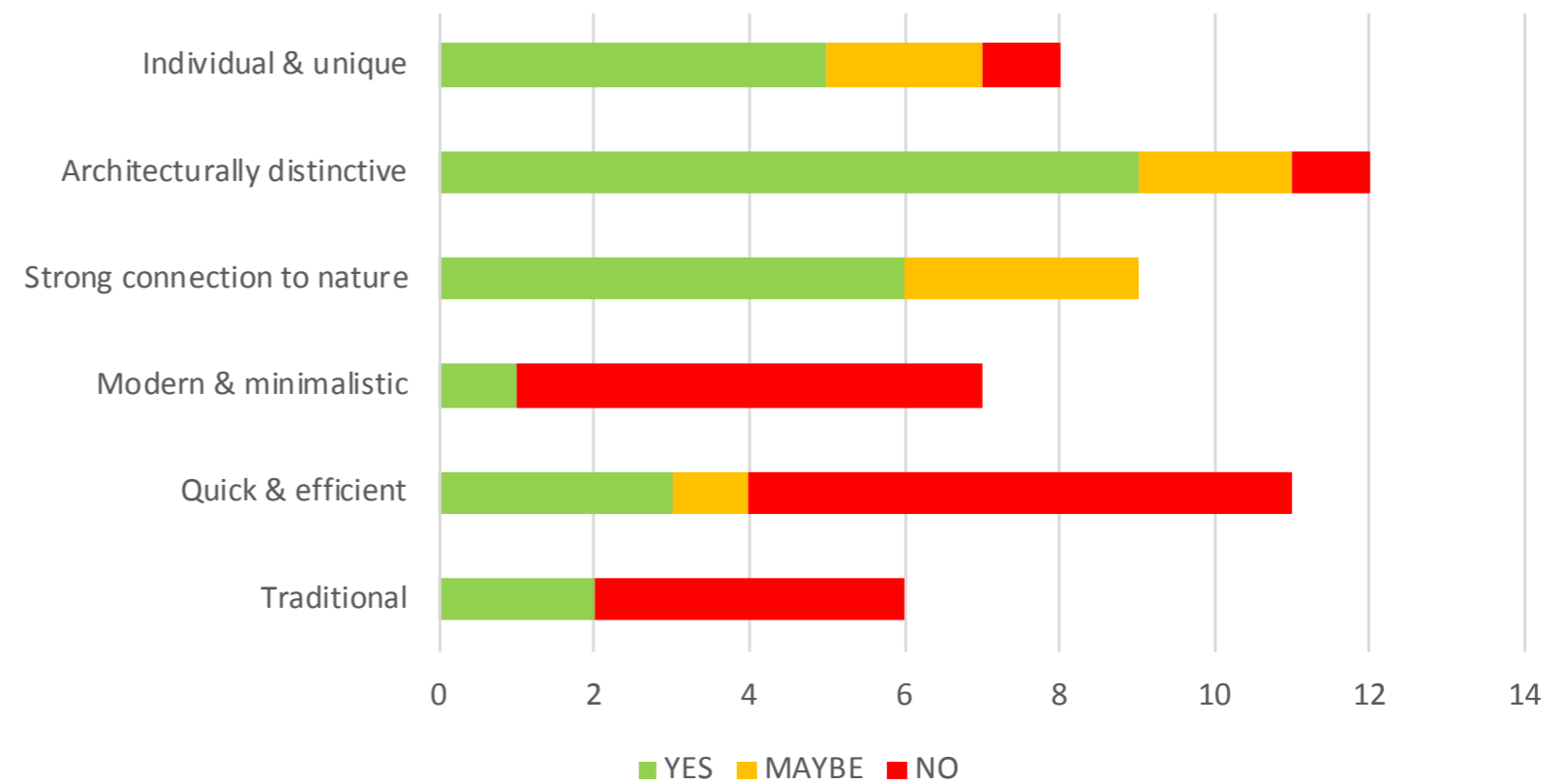


Fig.A.3.10 - Highgate Wood consultation event, on 22.10.16

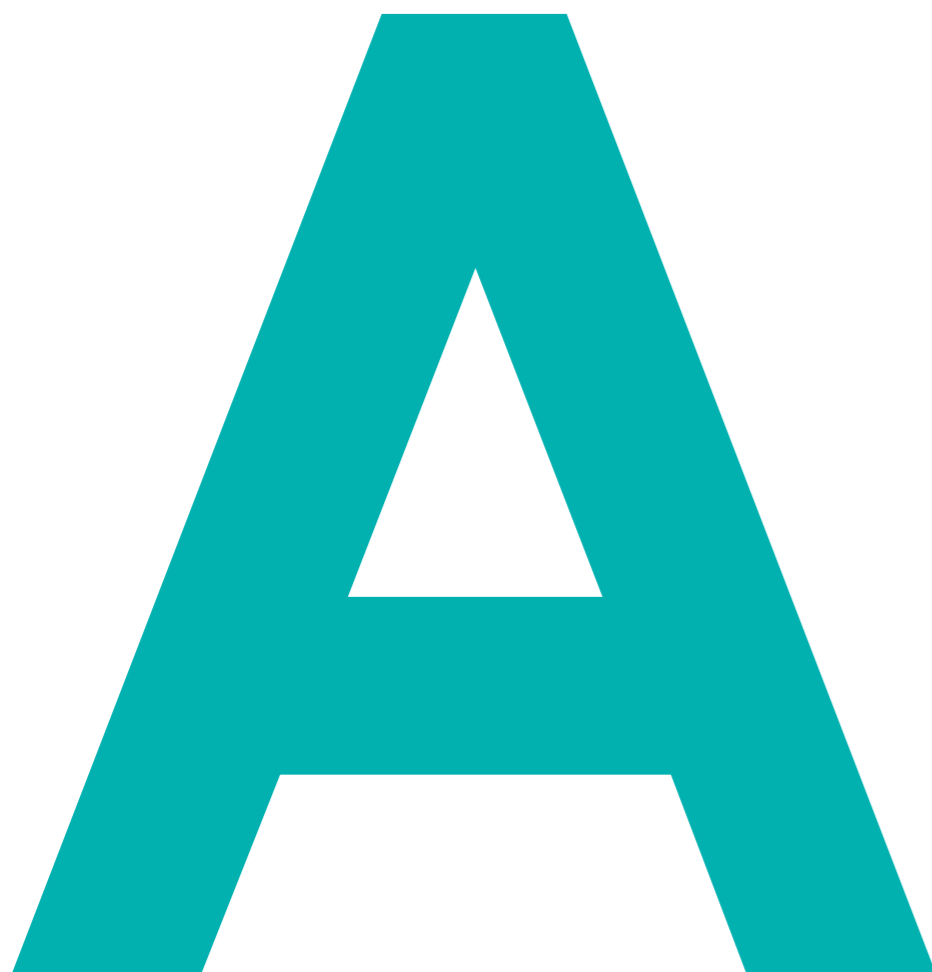
Type of food we like



Type of café we like



APPENDICES A.4 - Report of Stakeholder Workshop on 19.11.16



Methodology

The workshop, which lasted about two hours, comprised of the following elements:

- 1) A short warm up exercise to get the participants thinking about their best eating experience and why they had enjoyed it.
- 2) A short Powerpoint presentation followed to advise participant of the initial findings of the questionnaire.
- 3) A scenario-thinking exercise inviting participants to explore the needs and aspirations of specific groups of users.
- 4) A commissioning exercise to invite participants to think about the priorities for café license procurement

Exercise 1

The participants were asked to recall a memorable eating experience and to explain why it was particularly important to them. The range of experiences discussed were in situations as diverse as the Japan, Cornwall, Cologne station, Barcelona and at home.

Explanations of significance included:

Unexpected	Great views
Spontaneous	Simple, tasty
Context	Memorable
With family	Interior with character
Expectation	Remains the same
The 'look'	Surprising
Theatre/Theatrical	Fun
Satisfying	Lovely setting
Genial host	The company
The architecture	A refuge/cosy
Quality of service	Setting
Special attention	Friendly staff
Unexpected	Cooked by wife
The atmosphere	Fresh
Sit somewhere nice	Good portions
Amazing food	Really nice food
Relaxed	Special attention
Home cooked food	Quality of service
Quality of food	Generosity – Host/portions

Responses could be grouped into a number of generic categories:

- Location – a destination, a special place to visit
- Evoking emotions - including ties with family, friends, and happy memories
- Delicious food

A short power point presentation communicated the interim findings of the questionnaire. Full results for the questionnaire can be found in Appendix A.2.

Exercise 2

Participants were asked to work in groups to reflect on the needs and aspirations of specific groups of users in respect of cafés.

These users were :

- Family with 2 small kids
- Older person on limited income
- Young professional couples

- The City of London (as commissioner of café services through its assets)

Specifically, participants were asked:

- Would this group visit the cafés?
- If yes, when and what would their needs and aspirations be for a café experience?
- What could be changed to deliver the outcomes they aspire to
- What might their priorities be for local the cafés in the future

In a plenary session, each group reported on their discussions.

For each scenario, the principal themes emerging were:

Family with 2 small kids

- Toilet and baby changing facility
- High chairs – baggy space
- Menu: affordable/cheap
 - Healthy
 - Good selection
- Welcoming to children – staff that like children
- Efficient queueing and paying system
- Enclosed outdoor space
- Entertainment (games)
- Adequate space
- ‘Soft’ rather than sterile environment

Older person on limited income

- Price & affordability
- Concessionary discount
- Portion sizes
- Welcoming atmosphere/ staff awareness of customer needs
- Not pressured to move on- a place you can sit for a few hours
- Views
- Place to meet up and socialise
- Flexibility of chairs and tables/safe comfortable furniture
- Accessible – physically i.e. no steps/ disabled toilet facilities
- Good value menu that caters for a single person portion size
- Safe comfortable furniture

- Acoustics
- Inviting atmosphere/staff not too funky

Young professional couples

- Efficient service
- Newspapers
- Wi-Fi
- Organic
- Alcohol license
- Hipster menu – high quality
- High quality tea/coffee
- Speed of service
- Dog bowls
- An experience
- Music
- Cakes and pastries
- Place to relax/read paper/chat
- Good quality food
- Good handmade food
- E.g. soup
- Delicious snacks
- Ability to ‘take away’

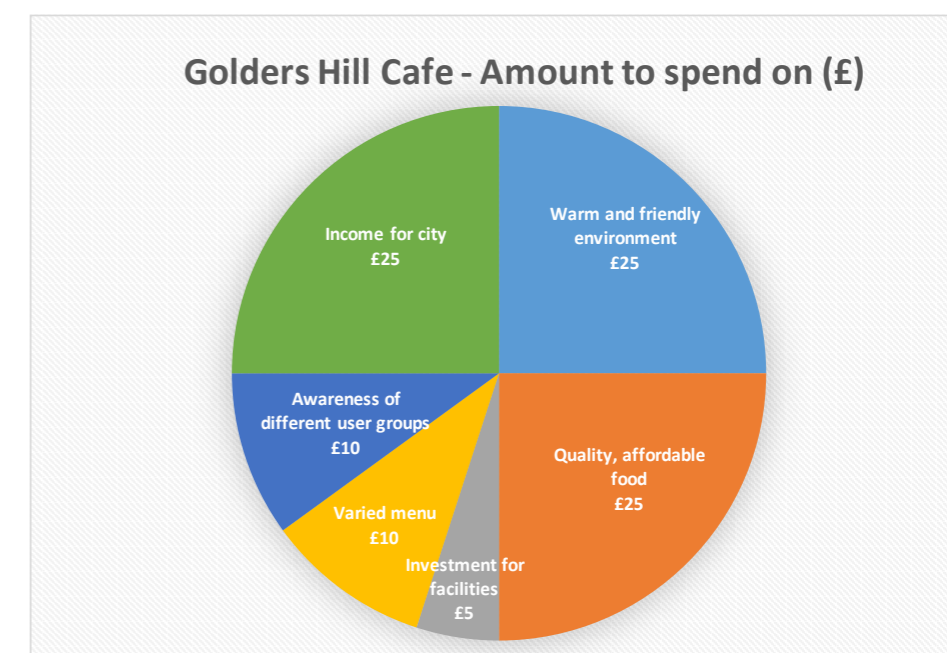
City of London

- Regular customer feedback available
- Positive image - brand ambassador/ Good reputation
- Serve the residents
- Return on investment
- Positive media
- Reinvestment back into health management
- High standard of hygiene
- Hub for other activities
- Good management
- Efficient operation
- Minimum generation of litter
- Catering for visitors to the health
- Optimum income
- Good maintenance

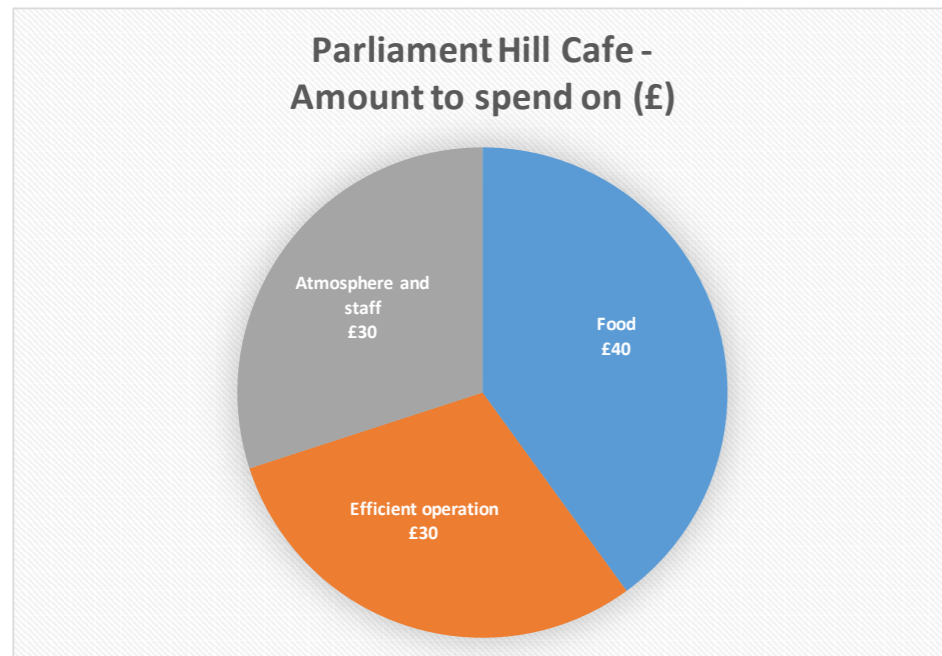
Exercise 3

Participants remained in their groups were asked to consider themselves as a commissioning authority letting a new lease for the cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood. Each was given 100 City of London £'s in different denominations. Thinking about their previous discussions around the needs of specific stakeholders in Exercise 2, the groups were asked to consider what how they would allocate the money to different outcomes at each site. Each group had to agree the priorities for each café and to allocate money to these priorities.

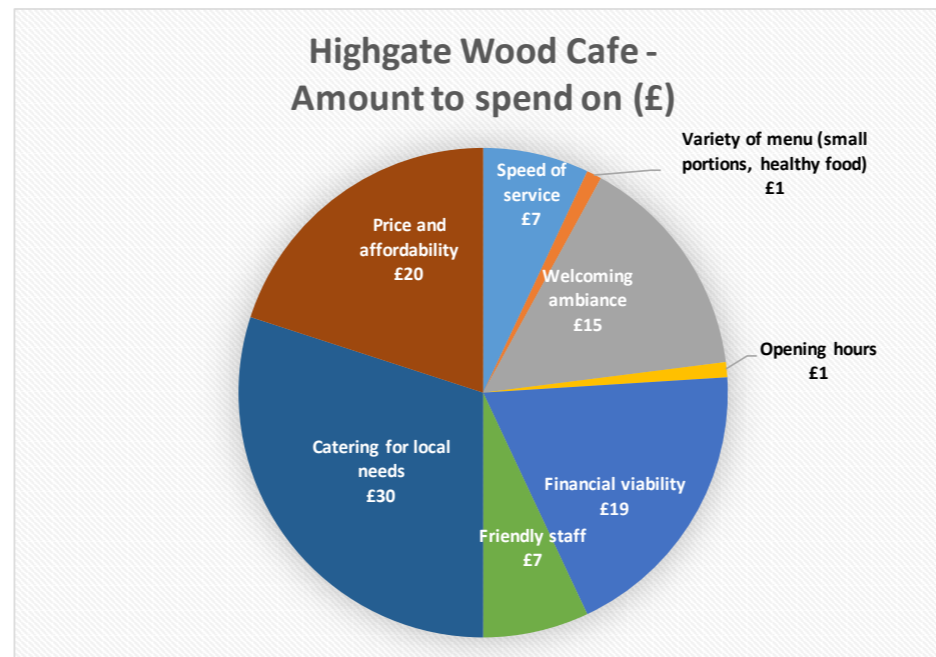
Group 1 – Golders Hill Park	Amount to spend on (£)
Warm and friendly environment	25
Quality, affordable food	25
Investment for facilities	5
Varied menu	10
Awareness of different user groups	10
Income for city	25
Total	100

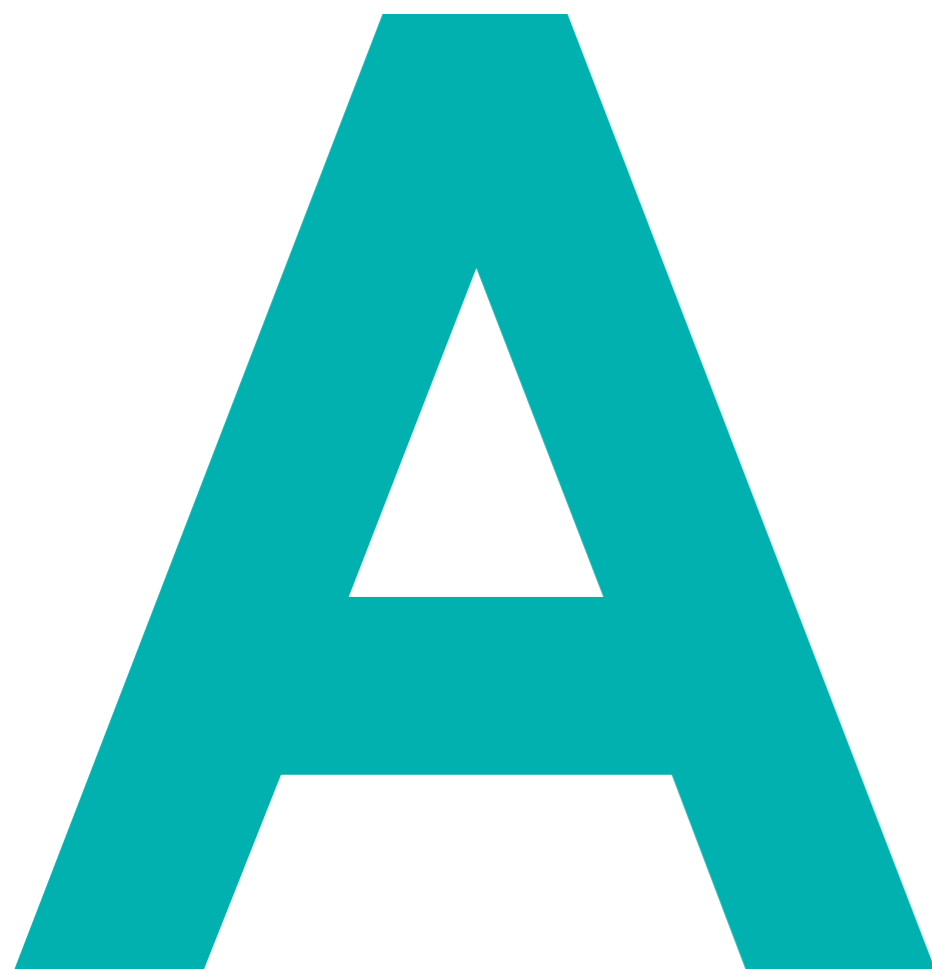


Group 2 - Parliament Hill Fields	Amount to spend on (£)
Food	40
Efficient operation	30
Atmosphere and staff	30
Total	100



Group 3 – Highgate Wood	Amount to spend on (£)
Speed of service	7
Variety of menu (small portions, healthy food)	1
Welcoming ambiance	15
Opening hours	1
Financial viability	19
Friendly staff	7
Catering for local needs	30
Price and affordability	20
Total	100





APPENDICES A.5 - Questionnaire consultee list

Table A.5 - LB Haringey consultee's list	
PROTECTED CHARACTERISTICS	
info@actionforkids.org	Action for kids
info@haringeyrec.org.uk	Haringey Race and Equality Council
info@haringeymsc.org	Haringey migrant support centre
haringey@alzheimers.org.uk	Alzheimer's Society, Haringey
resourcecentreondon@actionforblindpeople.org.uk	Action for blind people London
admin@mih.org.uk	Mind in Haringey
informationline@hearingloss.org.uk	Action on Hearing Loss Haringey
ETHNIC GROUPS	
hscca@btconnect.com	Haringey Somali Community and Cultural Organisation
chinesecentre@btconnect.com	Haringey Chinese centre
info@peec.org.uk	
haringey-irish@btconnect.com	Haringey Irish Cultural and Community Association
info@daymer.org	Haringey Turkish Community Centre
info@tcca.org	Haringey Turkish Cypriot Community Centre
info@asiancentre.co.uk	Haringey Asian Centre
RESIDENTS ASSOCIATIONS	
info@haringeyresidents.org	Federation of Haringey Residents Associations

Table A.5 - LB Camden consultee's list	
PROTECTED CHARACTERISTICS	
resourcecentre@actionforblindpeople.org.uk	Action for Blind People
advice@discnwl.org.uk	Camden Deaf People's Group
info@camdenpeoplefirst.co.uk	Camden People First
info@vac.org.uk	Camden Refugee network
admin@islingtonmind.org.uk	Islington Mind
enquiries@makingspace.co.uk	Making Space
info@ageukcamden.org.uk	Age UK Camden
info@dementiaUK.org	Dementia UK
webteam@hearingloss.org.uk.org.uk	Action of hearing loss
advice@discnwl.org.uk	Camden Deaf People's Group
info@healthwatchcamden.co.uk	Disability in Camden
ETHNIC GROUPS	
camdenafghancommunity@outlook.com	Afghan Community
africansfamilies@yahoo.co.uk	African Families Assoc
info@bwa-surma.org	Bengali women
info@camdenccc.co.uk	Camden Chinese Community Centre
info@somaliculturalcentre.org	Camden Somali centre
admin@casalatina.org.uk	Latin American Centre
iraniancommunitycentre@yahoo.co.uk	Iranian Community Centre
info@iraqiassociation.org	Iraqi Community Association
info@kanlungan.org.uk	Kanlungan Filipino Consortium
RESIDENTS ASSOCIATIONS	
fitzroviacentre@yahoo.co.uk	Fitzrovia RA
bwtla@yahoo.co.uk	Barnefield and Woodfield T & LA
dlt@promos-solutions.co.uk	Briardale Gardens NA
upcuklon@aol.com	Canfield Place RA
maidenlaneestatetra@gmail.com	Maiden Lane TRA
OTHER	
mail@hgstrust.org	Hampstead Garden Suburb Trust
enquiries@camdencivicsociety.org.uk	Camden Civic Society
camleyst@wildlondon.org.uk	Camley Street Natural Park
hampsteadhortsoc@ymail.com	Hampstead Hort Society
admin@thecamdensociety.co.uk	Camden Society
info@vac.org.uk	Voluntary Action Camden
info@highgate-cemetery.org	Friends of Highgate Cemetery
info@friendsofkenwood.org.uk	Friends of Kenwood
admin@hgs.com	Hampstead Garden Suburb Residents Association

Table A.5 - LB Camden consultee's list	
info@heathandhampstead.org.uk	The Heath and Hamstead Society
conservation@hle.org.uk	Holly Lodge Conservation Area Committee
FAITH	
admin@hampsteadshul.org.uk	Hampstead synagogue
info@interact-uk.org.uk	Interfaith Action Camden
info@iccuk.org	Islamic cultural centre
enquiries@cfcp.org.uk	Camden Faith Communities Partnership

Table A.5 - LB Barnet consultee's list

PROTECTED CHARACTERISTICS	
office@dabb.org.uk	Disability Action Barnet
info@ageukbarnet.org.uk	Age UK Barnet
barnet@alzheimers.org.uk	Alzheimers Society Barnet
ETHNIC GROUPS	
info@paiwand.com	Barnet Afghan Association
info@barnetsomalicomunity.org.uk	Barnet Somali Community
baca.daycare@btconnect.com	Barnet African Caribbean Association
info@africanculturalassociation.net	Barnet African Cultural Association
bookings@barnetmcc.org	Barnet Multi-cultural centre
FAITH	
http://www.hendonmosque.co.uk/contact/	Hendon Mosque and Islamic Centre
Info@barnetmultifaithforum.org	Barnet multi-faith forum
office@ggshul.org.uk	Golders Green Synagogue
OTHER	
www.ctc.org.uk/local-groups/barnet-cyclists	Barnet cyclists
info@barnetsociety.org.uk	The Barnet Society
environmentandtransport@finchleysociety.org.uk	The Finchley Society
enquiry@volunteeringbarnet.org.uk	Volunteering Barnet