



QUEEN'S PARK CAFÉ CONSULTATION REPORT



CITY
OF
LONDON



JON SHEAFF & ASSOCIATES

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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 asset at Queen's Park. The process was commissioned as a consequence of the withdrawal of the leaseholder from the agreement reached with the City of London in respect of the provision of café services at Queen's Park.

Following the City of London's tendering of its café leases and public responses to this tender process, the City of London set up a 'Café Working Party' to consider the lease issue and Jon Sheaff and Associates have been reporting to Officers from the City of London and the 'Café Working Party' throughout the engagement process. The consideration of the lease for Queen's Park was added to this general engagement brief. **Section 1** of this report sets out this context.

Section 2 of this report explains the context of the commission and the time-line 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:

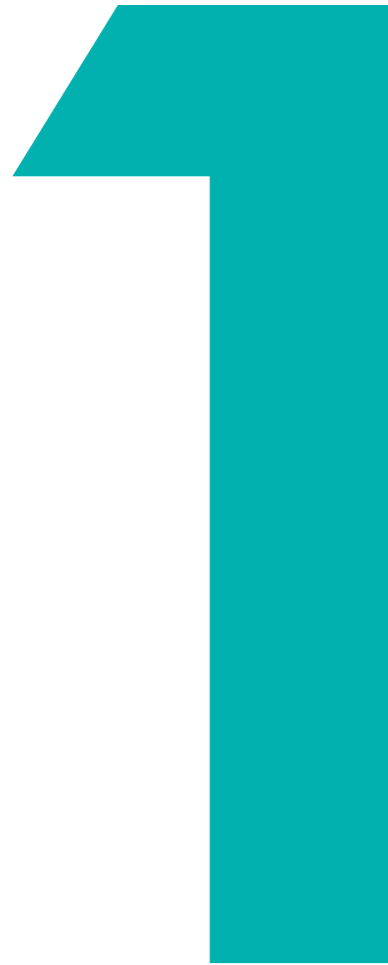
- An on-line questionnaire open for public access for 6 weeks
- On-site interviews and engagement work at Queen's Park

Section 4 presents the findings of each of these methods. In summary, the engagement process suggests that a new lease for the City of London's café at Queen's Park should:

- Be family-friendly
- Offer a good quality food at affordable prices
- Offer a distinctive, environmentally-friendly café

- Offer employment and training of opportunities for local people
- Be informed by a set of service standard expectations developed in the course of the broader café lease engagement project

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 a future café license tender and service delivery standards for a new operator.



INTRODUCTION

The City of London has commissioned Jon Sheaff and Associates to undertake an engagement process around the letting of a lease for its café at Queen's Park. The engagement process commenced in December 2016 and the commission was completed on the 7th February 2017.





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 seven open spaces that lie on the borders of South London and Surrey.

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, Parliament Hill 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, 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, Golders Hill Park and Highgate Wood. Leases for Queen's Park and Parliament Hill Fields Lido cafés were awarded without further issue. Subsequently, the winning tenderer for Queen's Park withdrew prior to taking up the lease. 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 HHWQPC agreed to the extension of current leases for Parliament Hill, Golders Hill Park and Highgate Wood on the same principle terms as in the existing leases 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 HHWQPC 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 HHWQPC (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.

Following the withdrawal from the Queens Park Cafe tender by the winning bidder in September, the City of London saw an opportunity for further engagement with Queens Park users and non-users.

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 Management Plan for Queens Park.

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 Queen's Park Café questionnaire

Jon Sheaff and Associates prepared an on-line questionnaire for distribution to café users and Stakeholders. The content and wording followed a format that had previously been used at Hampstead Heath. It was being published as a live document on Monday 12th December. The questionnaire was publicised by the City of London, by local user groups and associated Stakeholder organisations. 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 Queen's Park café.

The questionnaire consisted of 14 multiple choice questions and 2 additional dialogue boxes offering respondents the opportunity to express specific opinions. A total of 193 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 winter 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 on the following dates on Queen's Park:

- On site discussion - Saturday 10th December 2016: 12.00-16.00PM
- Meeting and discussion - Monday 16th January 2017: 17.00-19.30PM
- On site discussion - Tuesday 7th February 2017: 15.00-18.00PM

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 Meeting and discussing

Jon Sheaff and Associates attended a meeting with the Joint Consultative Group on the 16th of January 2017.

The purpose of the workshop was to help participants to consider as fully as possible the opportunities and constraints that would inform the procurement of a new lease at Queen's Park.

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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 The Queen's Park Café should be family-friendly

The view was strongly expressed at all engagement events that the Queens Park Café should provide a family-friendly offer. Questionnaire responses and individual interviews suggested that the most people visit the café with family and friends. The café should continue to provide facilities for babies and toddlers. Menus should reflect these requirements with a range of offers and prices to reflect the needs of families.

4.2 The Queen's Park Café should offer good quality food at reasonable prices

A degree of dissatisfaction was expressed both with the overall quality of food and the continuity of food quality as provided by

the current licensee. A view was frequently expressed that current prices are too high and might 'price out' local families with restricted budgets. The questionnaire and individual interviews stressed the need for fresh and healthy food at affordable prices.

4.3 The style of the café at Queen's Park should be distinctive

The engagement process has uncovered an aspiration for an individual design style that reflects the quality of the surrounding park. Consultees expressed the view that both indoor and outdoor eating spaces were required. Several consultees expressed the view

that the building would benefit from investment to enhance its overall environmental performance.

4.4 The Queen's Park Café should offer employment and training opportunities for local people

Consultees expressed a clear view that the café is part of the social fabric of the park and of the neighborhood in general. Opportunities for employment and training delivered through the café were seen as part of this social offer.



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CONCLUSIONS AND RECOMMENDATIONS

The City of London's previous project to award a lease for its café at Queen's Park has not provided a permanent business solution for this site. As a consequence, the City of London is developing an approach that will provide a sustainable outcome.

The City of London's previous project to tender the leases for cafés at Parliament Hill, 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 developed a new approach to the issue that moves the discussion towards a set of common aspirations and new plans for the cafés.

The Queen's Park Café engagement has revealed a number of key themes that should inform future decision-making in respect of café leases. A future café provision at Queen's Park should offer:

- A family-friendly café for Queen's Park
- Good quality food at affordable prices
- A distinctive, environmentally-friendly café
- A café offering employment and training of opportunities for local people

In parallel, the general café engagement process has provided a detailed data set in respect of diverse needs and aspirations of café users 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 Performance Indicators (PI's) that can form part of this service standard requirement.

The engagement process has confirmed a good level of demand for a café at Queen's Park. The café offer is regarded as an integral part of the fabric of the park.

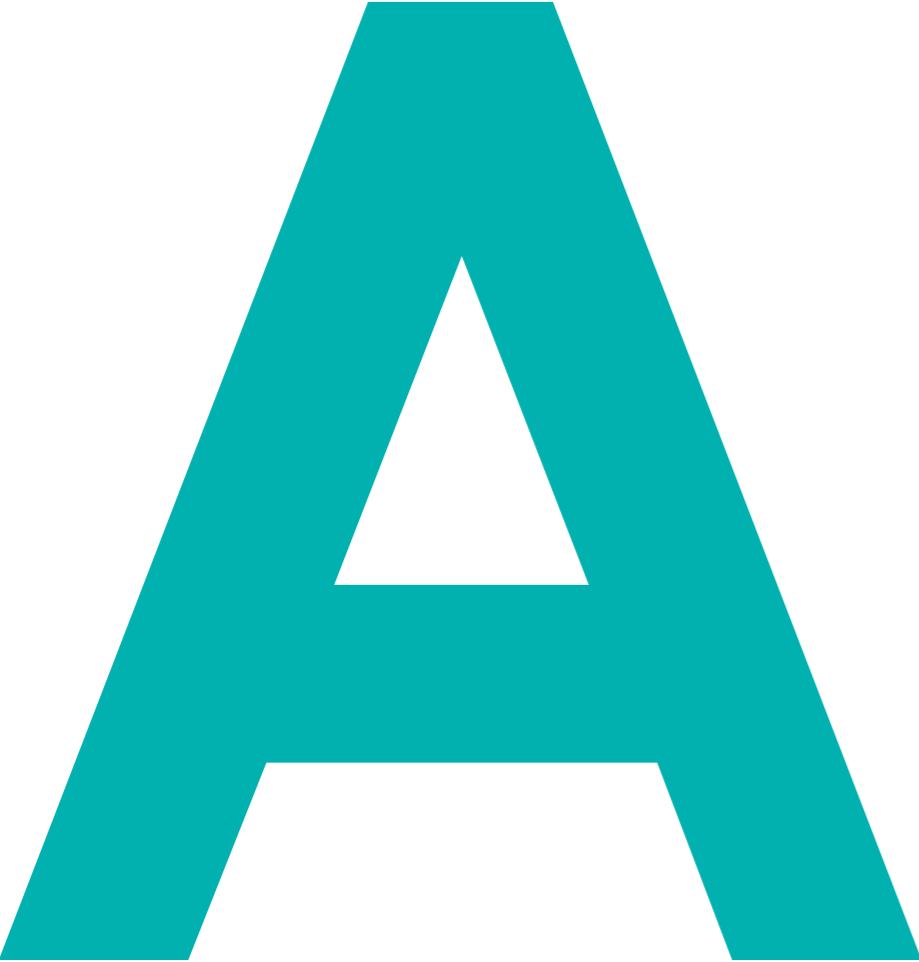
The City of London needs to secure a range of benefits for park users and residents at Queen's Park. The City of London also needs to generate revenue from its assets to sustain general service delivery and a café offers an opportunity in this context.

Recommendation 1: Initiate a new tender process to procure a new café operator at Queen's Park.

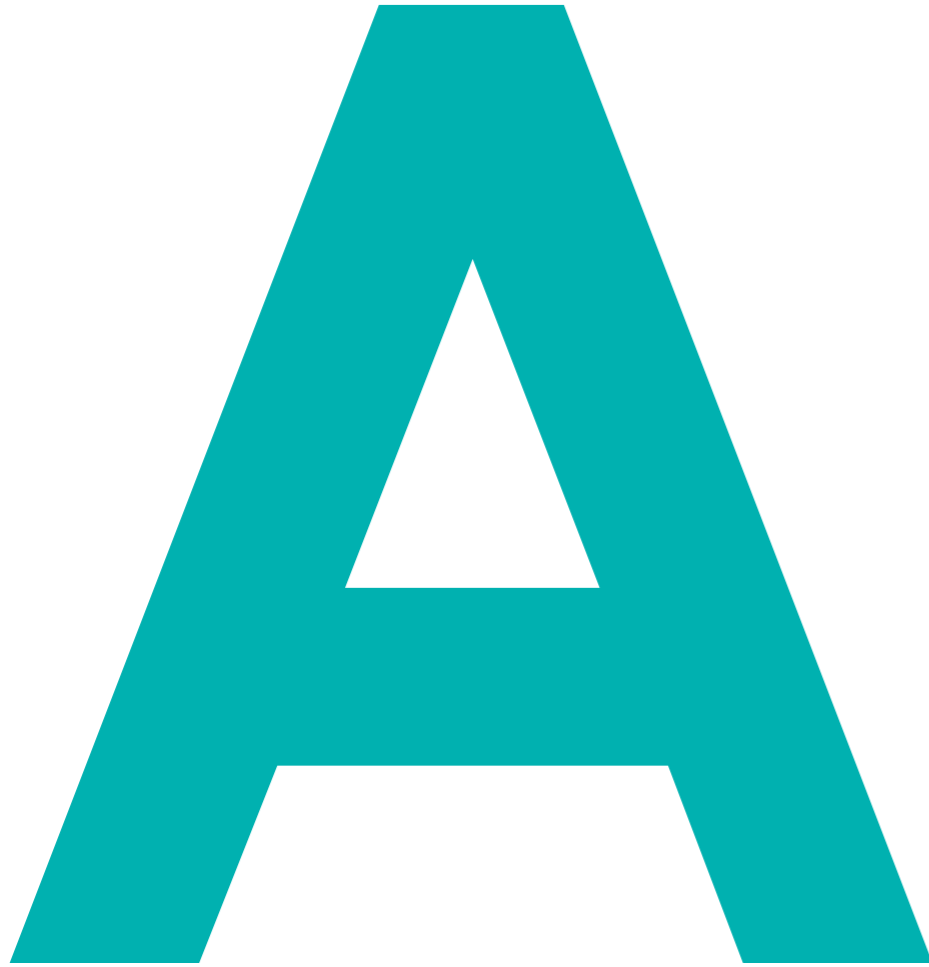
In the course of the broader City of London café lease consultation, the Queens Park Joint Consultative Group (QPJCG) has adopted a series of service standards that can be used to assess future café tenders and future service delivery.

Recommendation 2: The service standards developed by the QPJCG should be incorporated into a forthcoming tender for the café at Queen's Park. These service standards should be used to assess future operator performance.

APPENDICES



APPENDIX A.1 - Online questionnaire, paper copy





Queen's Park Cafe Consultation Questionnaire

We want to ensure that our cafés meet the needs of users, stakeholders and residents. Following a review of the way in which we tender café leases, we are working with the 'Queen's Park Joint Consultative Group' 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 in Queen's Park, 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 Friday **27th January 2017**. In parallel, we'll be holding two events at the cafe to gather more views and opinions.

We really value your input, so even if you have not used the café in Queen's Park before, 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 current café in Queen's Park?

More than once a week	More than once a month	More than once every few months	Once a year or less	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Have you visited other cafes *near* to Queen's Park in the last year?

Yes

No

Don't know

3. If yes, what was your reason for choosing those cafes *instead of* the cafe in Queen's Park?

4. What would be the **two main** reasons you **would** go to a café in Queen's Park? Please select **two** only.

For a coffee / tea break	<input type="checkbox"/>	Before or after playing another sport	<input type="checkbox"/>
For a meal i.e. breakfast, lunch or dinner	<input type="checkbox"/>	Whilst walking the dog	<input type="checkbox"/>
At the start or end of a walk	<input type="checkbox"/>	Before or after attending an event nearby	<input type="checkbox"/>
To socialise with friends or family	<input type="checkbox"/>	To attend events or group activities at the cafe	<input type="checkbox"/>
Before or after playing pitch and putt golf	<input type="checkbox"/>	As an alternative location to work from	<input type="checkbox"/>
Before or after playing tennis	<input type="checkbox"/>	To see familiar faces / acquaintances	<input type="checkbox"/>
Other (please specify)	<input type="text"/>		



5. Who would you be **most likely** to visit a café in Queen's Park with? Please select **one** only.

Alone	<input type="checkbox"/>	Members of groups / teams e.g. tennis	<input type="checkbox"/>
As a couple	<input type="checkbox"/>	With colleagues	<input type="checkbox"/>
Friends / family with children	<input type="checkbox"/>	Other (please specify below)	<input type="checkbox"/>
Friends / family adults only	<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"/>
Hot chocolate	<input type="checkbox"/>
Branded soft drinks	<input type="checkbox"/>
More unique 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 **2 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.

Health food	<input type="checkbox"/>
Freshly / home made products	<input type="checkbox"/>
Wide variety of options	<input type="checkbox"/>
Organic	<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 future café provision in Queen's Park 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 park.	<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"/>
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 book or use the cafe regularly for group activities or community events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The café should host their own special events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You should be able to collect equipment for pitch and putt golf from the café	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You should be able to book activities / facilities via the café e.g. tennis courts	<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 any future café provision in Queen's Park 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"/>
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 park.	<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 any future café provision in Queen's Park 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 babies and toddlers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The café should be child-friendly	<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"/>
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"/>



12. Which of the following **most closely** describes how you'd like a cafe in Queen's Park to look and feel? Please select **one** only.

<input type="checkbox"/>	Individual and unique	<i>A style that is specific to that café and location. May be a bit quirky or themed in design.</i>
<input type="checkbox"/>	Quick and efficient	<i>Designed to help with the speed of service and cleaning. Access to a service point that allows efficient service and easy to clean surfaces.</i>
<input type="checkbox"/>	Modern and minimalist	<i>Strong, bold, clean lines in the design. Clear, open surfaces and limited soft furnishing and ornamentation.</i>
<input type="checkbox"/>	Strong connection to nature	<i>Use of natural materials such as wood, and possibly planting internally and externally. Views to surrounding landscape.</i>
<input type="checkbox"/>	Architecturally distinctive	<i>Clearly recognisable in shape and form. Creates a feature within the setting rather than blending in.</i>
<input type="checkbox"/>	Traditional	<i>Similar to a traditional tea shop with soft furnishing and potentially elements of vintage style or rustic design.</i>
<input type="checkbox"/>	Other (please specify)	<input type="text"/>

13. How would you rate the current cafe in Queen's Park 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"/>
Price of food and drink	<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"/>
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"/>



12. Which of the following **most closely** describes how you'd like a cafe in Queen's Park to look and feel? Please select **one** only.

<input type="checkbox"/>	Individual and unique	<i>A style that is specific to that café and location. May be a bit quirky or themed in design.</i>
<input type="checkbox"/>	Quick and efficient	<i>Designed to help with the speed of service and cleaning. Access to a service point that allows efficient service and easy to clean surfaces.</i>
<input type="checkbox"/>	Modern and minimalist	<i>Strong, bold, clean lines in the design. Clear, open surfaces and limited soft furnishing and ornamentation.</i>
<input type="checkbox"/>	Strong connection to nature	<i>Use of natural materials such as wood, and possibly planting internally and externally. Views to surrounding landscape.</i>
<input type="checkbox"/>	Architecturally distinctive	<i>Clearly recognisable in shape and form. Creates a feature within the setting rather than blending in.</i>
<input type="checkbox"/>	Traditional	<i>Similar to a traditional tea shop with soft furnishing and potentially elements of vintage style or rustic design.</i>
<input type="checkbox"/>	Other (please specify)	<input type="text"/>

13. How would you rate the current cafe in Queen's Park 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"/>
Price of food and drink	<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"/>
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"/>



14. Which of the following is most important to you in relation to café provision in Queen's Park?

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"/>		

15. Do you have any other comments or suggestions you would like to share with us about the café in Queen's Park?



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"/>

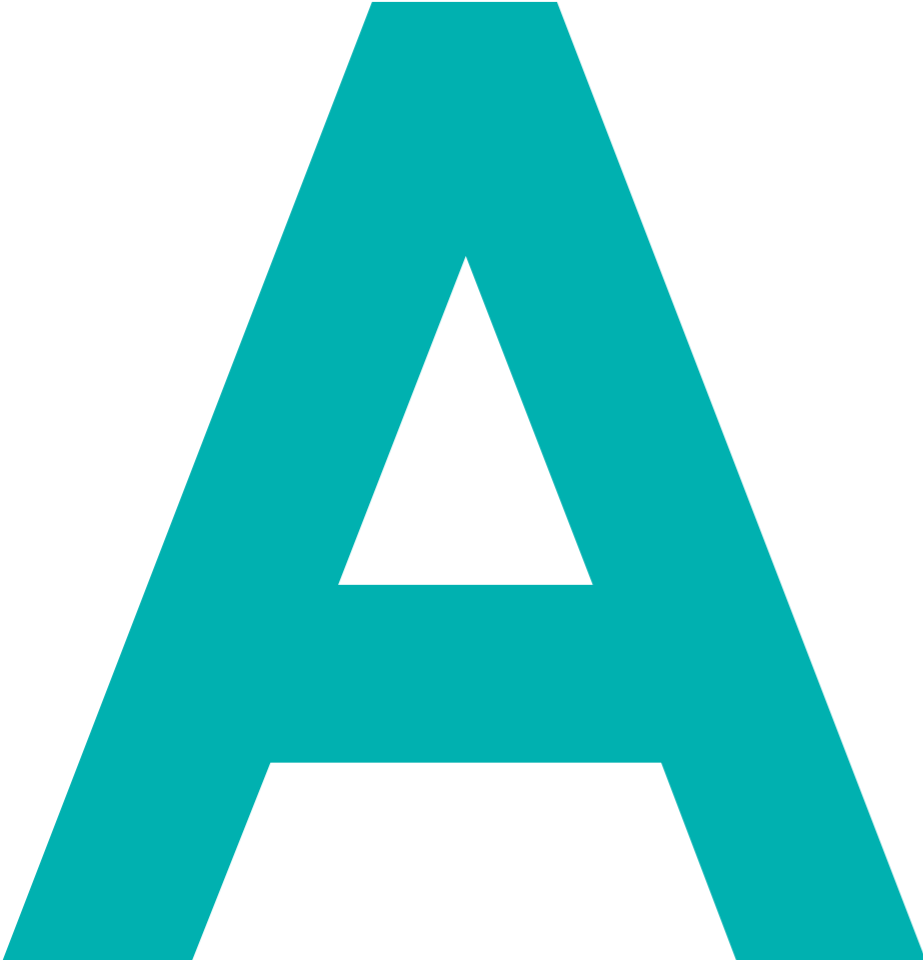
4. What is your ethnic group? Please encircle. Leave blank if you would prefer not to say.

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 type="text"/>	Prefer not to say <input type="checkbox"/>

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

APPENDICES A.2 - Queen's Park Questionnaire Results



Introduction

The consultation questionnaire was developed to determine the views of users and potential users of the Queen's Park Café. Once agreed with representatives of the user groups, it was published online and the link widely shared. The design team attended consultation events to gather further opinion.

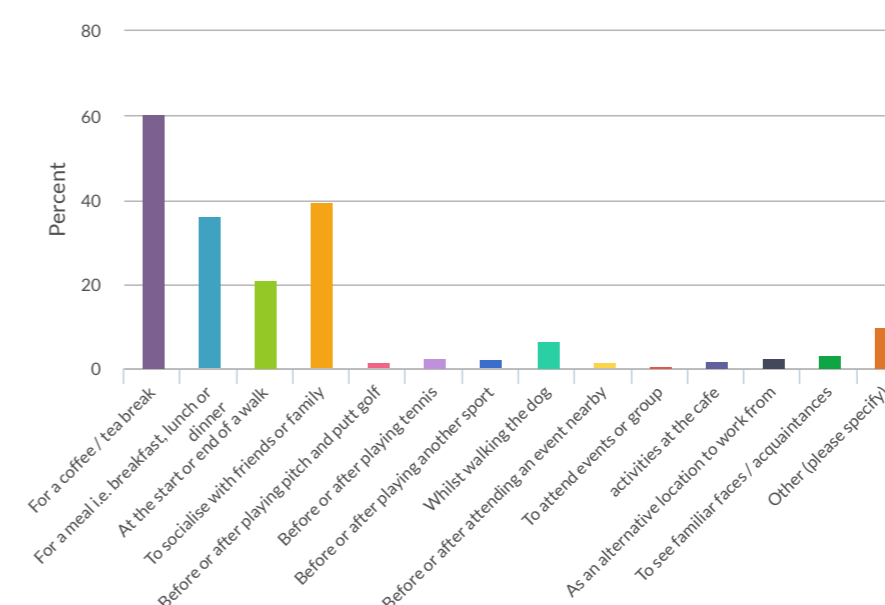
Attendees at these events were also asked to complete questionnaires. The online questionnaire was open for 6 weeks from 20th December 2016 to 31st January 2017. Responses were received from 391 individuals.

Reasons People Visit a café in Queen's Park

Almost two thirds of respondents reported that one of the main reasons they would visit a café in Queen's Park was for a coffee or tea break. Over one third said one of the main reasons would be to socialise with friends and family, and another third said that they would visit the café to have a meal. One fifth of respondents said that they would go to the café before or after a walk in the park.

In comments to the questionnaire, respondents noted that many of the people visiting the café did so with children and that it needed to cater for that. The majority of respondents who selected "other" reported that they visited the café before or after using the play area.

95% of respondents reported that they had visited cafés nearby in the last year. The main reasons cited for this were better quality of food and better value for money. Given the positive feelings about the location of the café in the park, improving the quality of what is served and considering what value for money means to potential customers would encourage more people to make use of the café in Queen's Park.



For a coffee / tea break		60.5%	201
For a meal i.e. breakfast, lunch or dinner		36.4%	121
At the start or end of a walk		21.1%	70
To socialise with friends or family		39.2%	130
Before or after playing pitch and putt golf		1.5%	5
Before or after playing tennis		2.1%	7
Before or after playing another sport		2.1%	7
Whilst walking the dog		6.6%	22
Before or after attending an event nearby		1.5%	5
To attend events or group		0.6%	2
activities at the cafe		1.8%	6
As an alternative location to work from		2.7%	9
To see familiar faces / acquaintances		3.3%	11
Other (please specify)		9.9%	33

60.5% of people said that the main reason they visit one of the cafés is for a coffee or tea break.

For a coffee / tea break	60.5%
To socialise with friends or family	39.2%
For a meal i.e. breakfast, lunch or dinner	36.2%
At a start or end of a walk	21.1%
Other	9.9%
Whilst walking the dog	6.6%
To see familiar faces / acquaintances	3.3%
As an alternative location to work from	2.7%
Before or after playing tennis	2.1%
Before or after playing another sport	2.1%
Activities at the cafe	1.8%
Before or after playing pitch or putt golf	1.5%
Before or after attending an event nearby	1.5%
To attend events or group	0.6%

Table A.1 - What is your age?

	Responses	Percentage
20-44 years	188	63.1%
45-64 years	89	29.9%
65 years +	17	5.7%
Prefer not to say	4	1.3%

Table A.2 - How often do you visit Queen's Park café?

	more than once a week	more than once a month	a few times a year	once a year or less	never
Responses	47	124	138	20	19
(Percentages %)	13.5%	35.6%	39.7%	5.7%	5.5%

Table A.3- What is your main language?

	Responses	Percentage
English	279	93.6%
Other	19	6.4%

Table A.4 - Do you consider yourself to have a disability?

	Responses	Percentage
No	285	96.6%
Yes	5	1.7%
Prefer not to say	5	1.7%

Table A.5 - What is your ethnic group?

	Responses	Percentage
English / Welsh / Scottish / Northern Irish / British	186	65.0%
Any other White background	49	17.1%
White - Irish	9	3.1%
Any other ethnic group	8	2.8%
Asian / Asian British - Indian	8	2.8%
Any other Mixed / multiple ethnicity	7	2.4%
White - Traveler	4	1.4%
Asian / Asian British - Chinese	3	1.0%
Mixed / multiple ethnicity - White and Asian	3	1.0%
Mixed / multiple ethnicity - White and Black Caribbean	3	1.0%
Arab	2	0.7%
Mixed / multiple ethnicity - White and Black African	1	0.3%
Asian / Asian British - Pakistani	1	0.3%
Black African	1	0.3%

Table A.6 - Have you visited other cafes near to Queen's Park in the last year?

	Responses	Percentage
Yes	332	95.4%
No	14	4.0%
Don't know	2	0.6%

Table A.7 - Who would you be mostly likely to visit a café at Queen's Park with?

	Responses	Percentage
Friends / family with children	234	70.7%
Friends / family adults only	35	10.6%
As a couple	22	6.6%
Alone	21	6.3%
With colleagues	9	2.7%
Other	6	1.8%
Members of groups / teams	4	1.2%

Table A.8 - Are you?

	Responses	Percentage
Local resident	286	96.0%
Work locally	9	3.0%
Visiting	2	0.7%
Prefer not to say	1	0.3%

Table A.8 - What is your gender?

	Responses	Percentage
Female	232	78.1%
Male	63	21.2%
Other	2	0.7%

With Whom Would You Visit the Café?

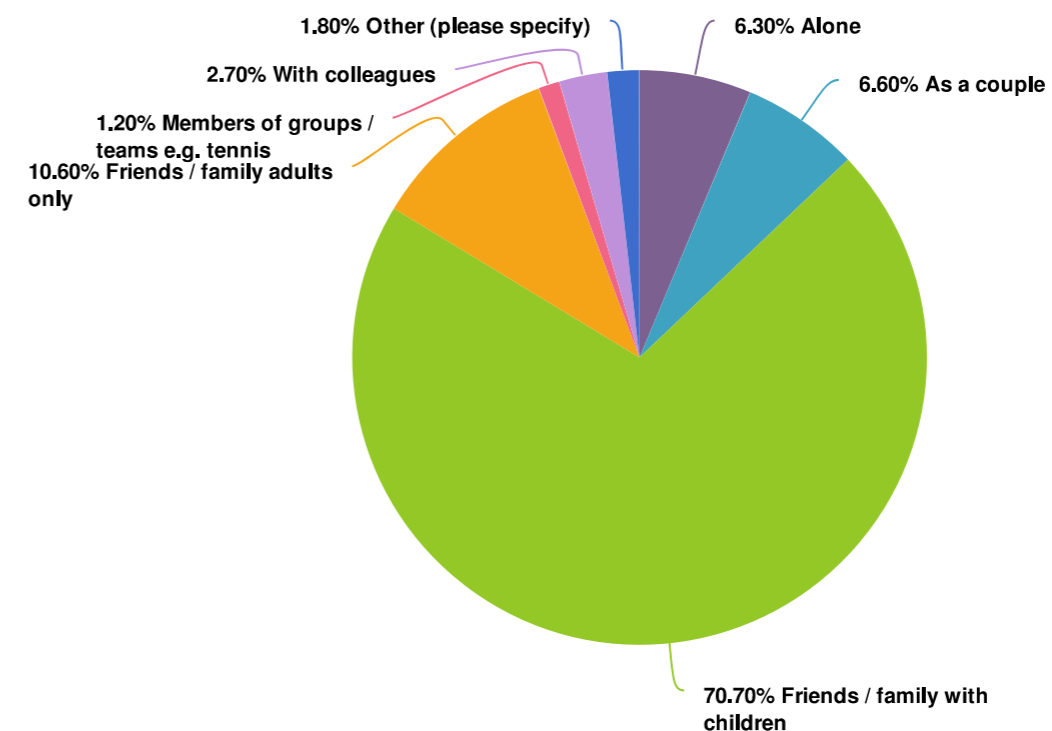
Respondents were asked with whom they would visit a café in Queen's Park.

Overwhelmingly, respondents reported that they were most likely to visit the café with friends or family, including children. In addition, about half of those who selected "other" reported that they visited with children they were looking after, in a professional capacity. As this was by far the most popular response, it indicates a need for the café to provide effectively for this group, with plenty of options for children, seating and facilities to accommodate families, and efficient service.

The next most popular responses were: with friends and family who were adults (11%), as a couple (7%) or alone (6%).

Of the respondents, 3% said that they would visit the café with colleagues, which is a higher number than that received in other surveys, possibly due to the proximity of offices to the park. Finally, just 1% said that they would visit with group or team members, for example tennis.

In addition to children they were child-minding, the majority of people who selected the option "other", reported that they visited with their dog.



Value	Percent	Responses
Alone	6.3%	21
As a couple	6.6%	22
Friends / family with children	70.7%	234
Friends / family adults only	10.6%	35
Members of groups / teams e.g. tennis	1.2%	4
With colleagues	2.7%	9
Other (please specify)	1.8%	6

Total: 331

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 clear indication of what is perceived to be essential in café provision, and what is more of a desirable option than a requirement.

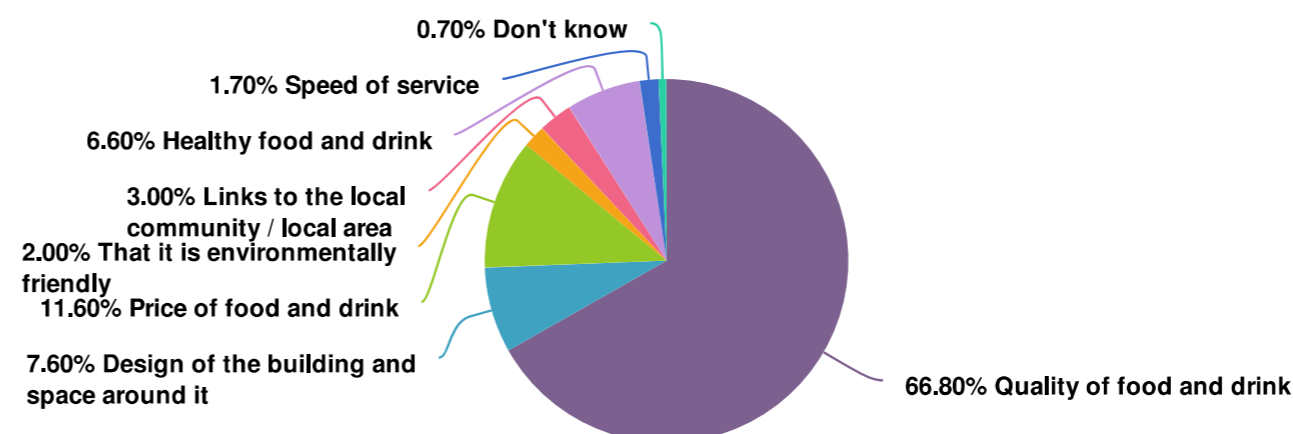
Two thirds of respondents (67%) selected quality of food and drink as being the most important aspect of a café in Queen's Park.

Price of food and drink was selected by 12% of respondents, demonstrating that price is important, but that it is more about value for money than a low cost offer. However, there was a feeling that options should be provided to suit a range of budgets as this would encourage more people from the local area to visit the café.

The design of the building was the most important thing to 8% of respondents.

Healthy food was the most important thing to 6% of respondents, particularly as many of them wanted to take children to the café.

Links to the local community, speed of service and that the café is environmentally friendly were the most important thing to fewer than 5% of respondents.



Value	Percent	Responses
Quality of food and drink	66.8%	201
Design of the building and space around it	7.6%	23
Price of food and drink	11.6%	35
That it is environmentally friendly	2.0%	6
Links to the local community / local area	3.0%	9
Healthy food and drink	6.6%	20
Speed of service	1.7%	5
Don't know	0.7%	2

Total: 301

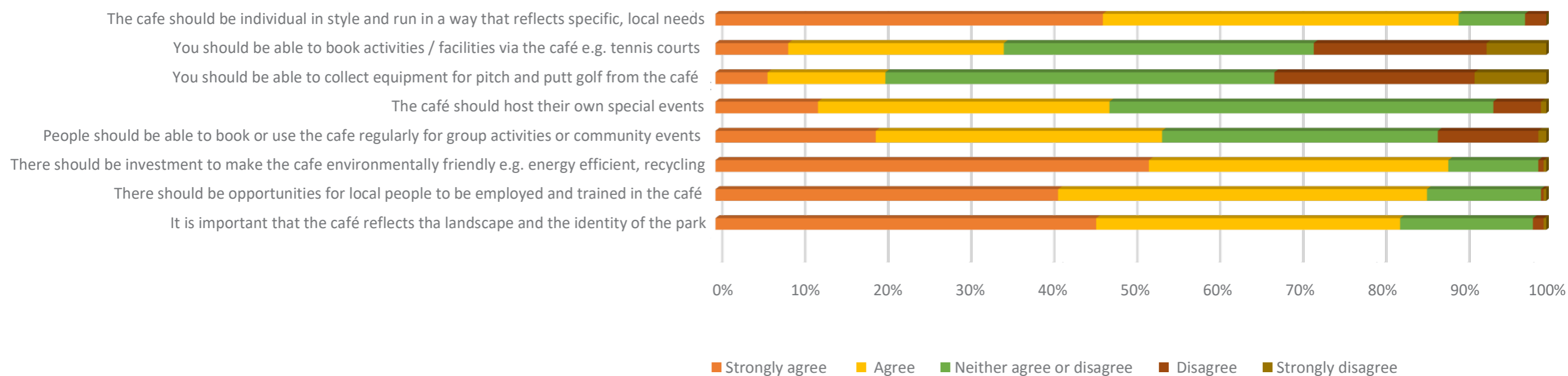
Operation of Cafés

Around 90% of the respondents were in favour of the cafés being individual in style and the way that they were run. People also reported that the café being environmentally friendly, employing and training local people and reflecting the landscape and identity of the park were all very important.

Many people cited in their comments ways in which better links could be made with the local community, and that the management of the café should consider all users from the community when determining what food to offer, and what price to charge for it.

Around half the respondents felt that people should be able to book the café, or part of the café for events, and a slightly smaller proportion reported that the café should host their own special events.

The majority of people were comfortable that the café should take bookings for activities such as tennis, or have equipment for pitch and putt.

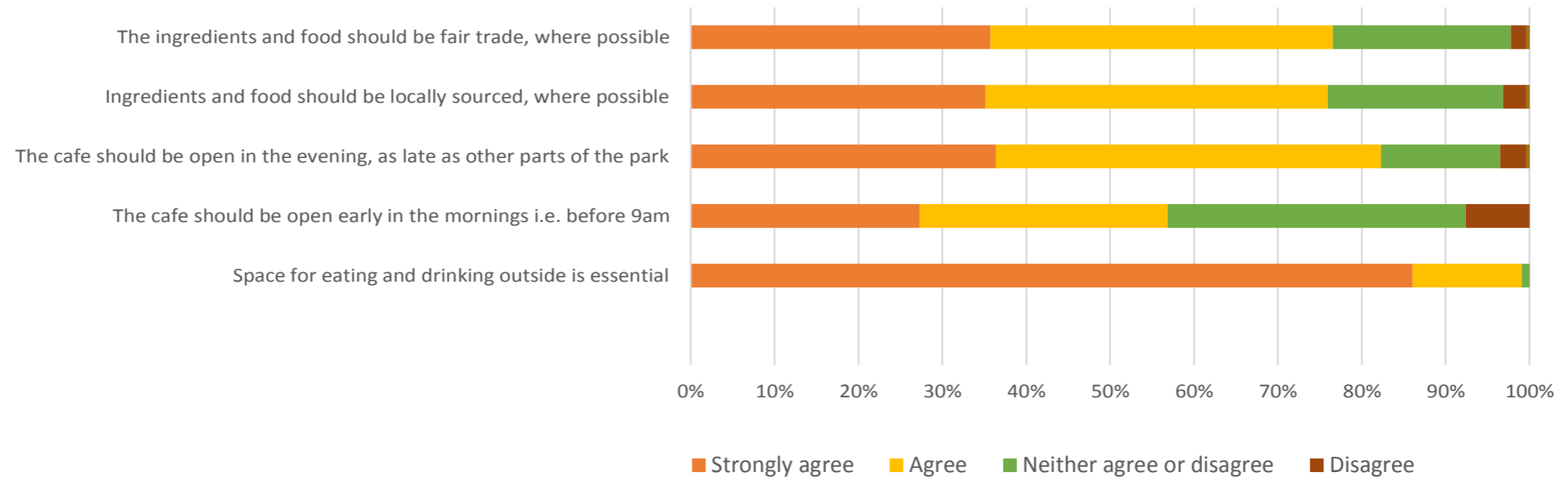


Food Served in Cafés

Almost all respondents (99%) felt that it was important to incorporate space outside the café for eating and drinking.

Over 80% of respondents reported that they would like the café to be open as late as other parts of the park in the evenings, particularly in the summer months. However, there were fewer respondents who reported that the café being open before 9am was important, only 57% of respondents said that this was important.

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

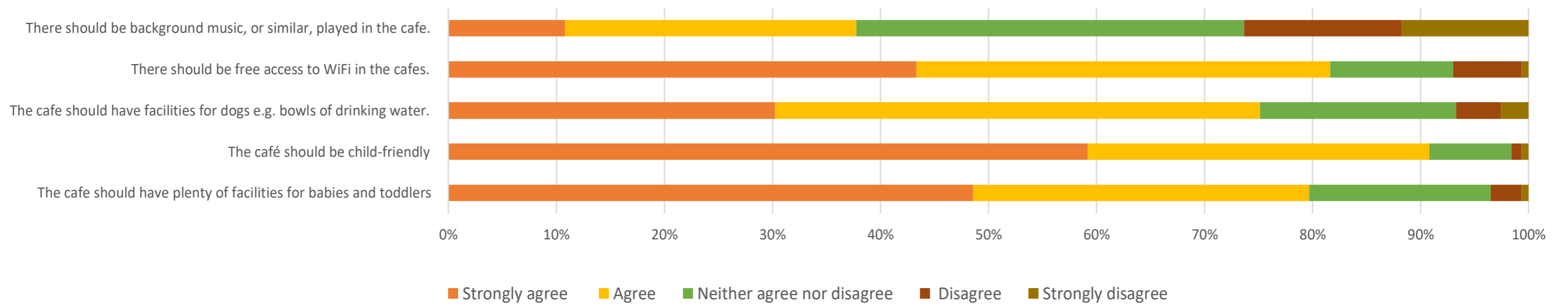


Facilities in Cafés

Over 90% of respondents felt that the café should be child-friendly, and 79% felt that there should be facilities for babies and toddlers, with 70% of people reporting that they visit the café with children. Clearly providing facilities for children and families is important. However, it was also noted in comments that separation of families and children, from those who were adults or adult-only groups, would be beneficial, as each group would then feel more comfortable in the café and causing minimal disturbance to others.

Overall, 75% of respondents felt that there should be some facilities for dogs, such as drinking bowls of water. It was reported by some of those currently bringing their dogs, that not enough provision was made for them in the existing café.

A large proportion of respondents (81%) said that they would like WiFi in the café, this is possibly a reflection of the number of offices and office workers from nearby, who may make use of the café and would like this facility. Over 60% reported that they did not want background music playing in the café.



What Drinks Do People Want?

Respondents were asked to select the two most important from the list for them.

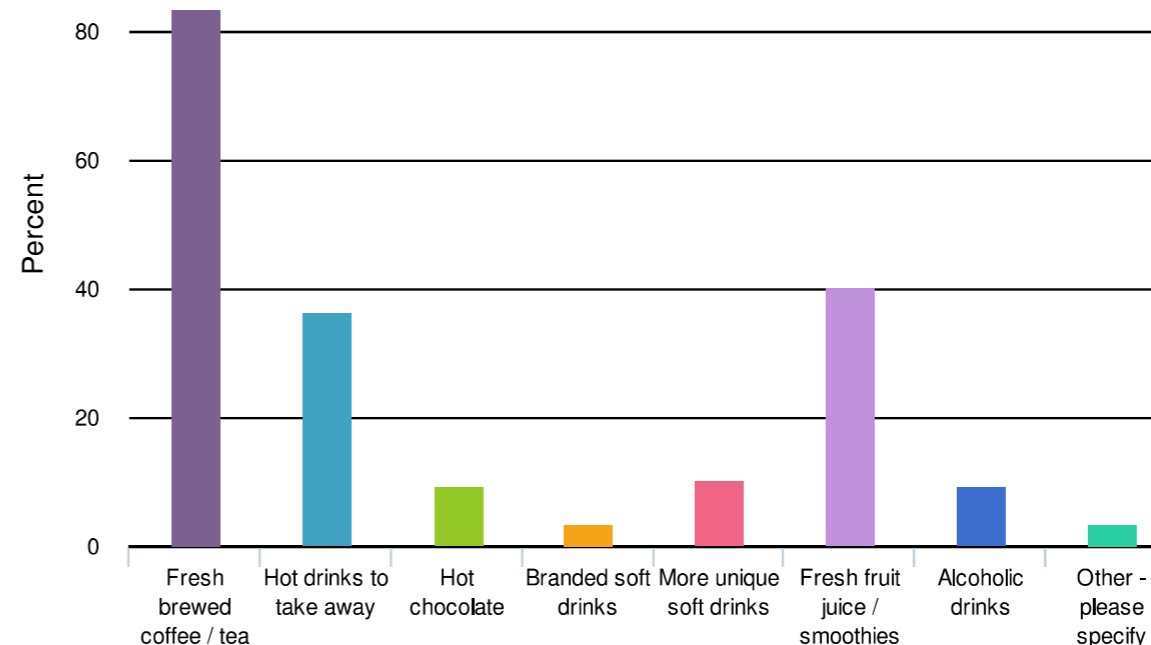
Overwhelmingly, respondents reported that freshly brewed coffee and tea were important to them, with 83% of respondents selecting this option.

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, and many respondents reported that it was currently below the standard they would expect.

The second and third types of drinks people wanted were fresh fruit juice / smoothies, quite possibly due to the large number of families wanting to make use of the café, and take away hot drinks. These should also represent part of the standard offer if possible.

Around 10% of people reported that they would like to be able to buy hot chocolate and 9% would like alcohol to be served.

More people (10%) reported that they would like unique soft drinks to be served than branded soft drinks. Both were the least frequently selected options, with more people reporting a preference for fresh fruit juice and hot drinks.



Value	Percent	Responses
Fresh brewed coffee / tea	83.4%	271
Hot drinks to take away	36.3%	118
Hot chocolate	9.5%	31
Branded soft drinks	3.7%	12
More unique soft drinks	10.2%	33
Fresh fruit juice / smoothies	40.3%	131
Alcoholic drinks	9.2%	30
Other - please specify	3.4%	11

What Food Do People Want?

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

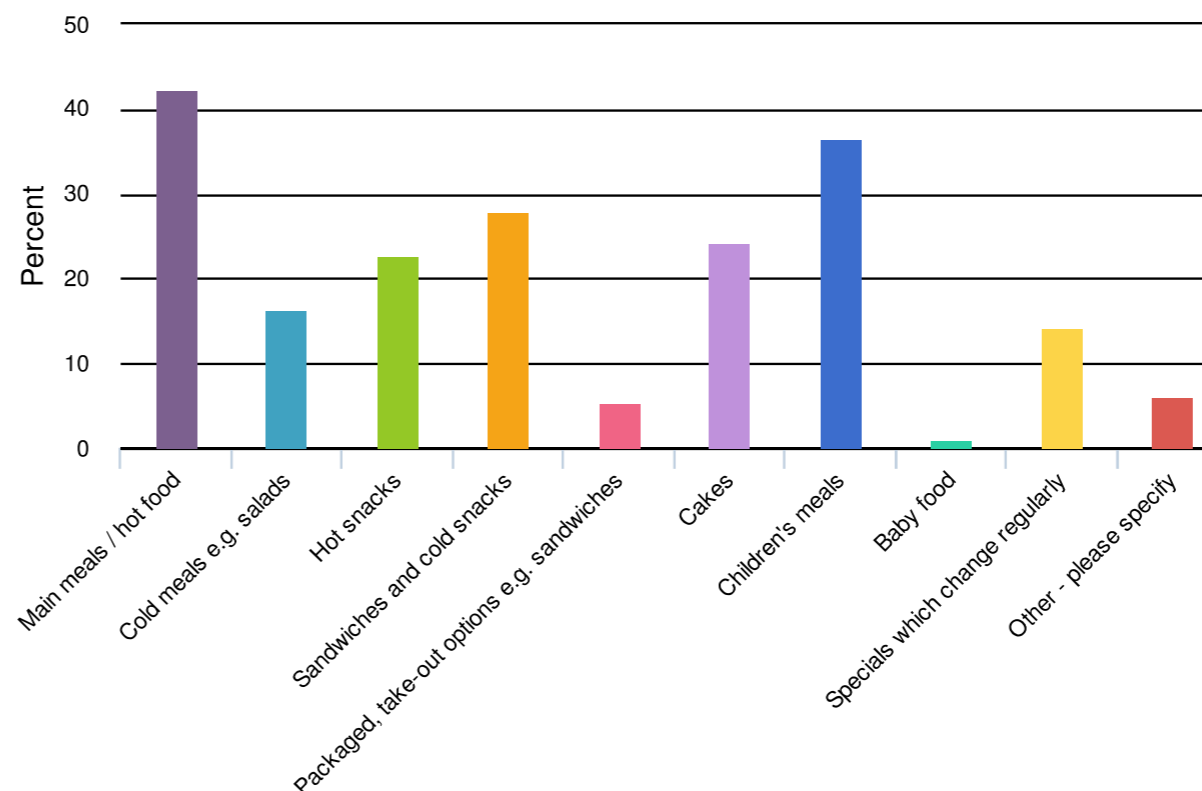
Responses suggested that a range of options should be offered, and this aligned with comments received to the questionnaires.

The most important food options for respondents were main meals / hot food and children's meals. This highlights that a large proportion of people want to come to the café, with their families or children, for lunch or dinner.

Around a quarter of respondents felt that homemade cakes, hot snacks and freshly made sandwiches should also be served.

Less important to people overall were cold meals, such as salads, pre-packaged sandwiches and specials which change regularly.

People were more interested in high quality food being done well, and at a reasonable price. There were other cafés in the local area that they felt catered effectively for the pre-packaged sandwiches and cold meals market.



Value	Percent	Responses
Main meals / hot food	42.5%	138
Cold meals e.g. salads	16.3%	53
Hot snacks	22.8%	74
Sandwiches and cold snacks	28.0%	91
Packaged, take-out options e.g. sandwiches	5.5%	18
Cakes	24.3%	79
Children's meals	36.6%	119
Baby food	0.9%	3
Specials which change regularly	14.2%	46
Other - please specify	6.2%	20

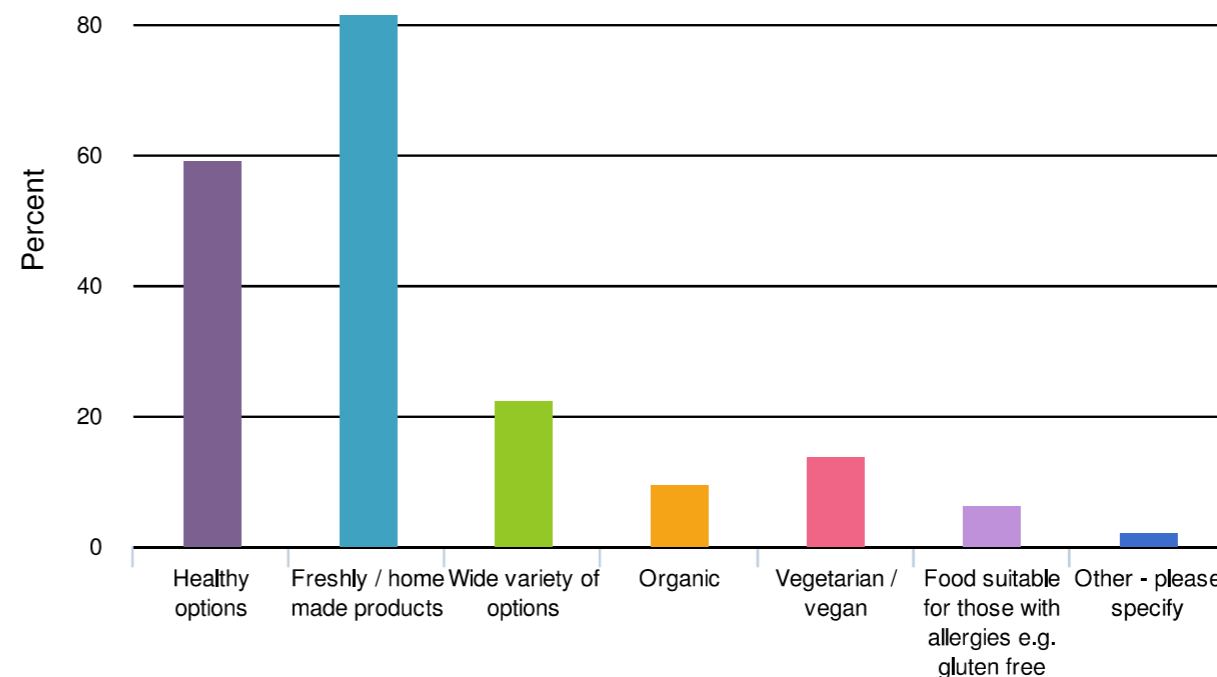
What Other Options Do People Want?

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

Over 80% of respondents reported that fresh or homemade food being served was important to them. Over half wanted healthy options to be offered, and just under one quarter wanted there to be a wide variety of options on offer.

Vegetarian and vegan options were important to 14% of respondents, and 10% felt that the produce sold should be organic. 7% of respondents felt that food which is suitable to those with allergies should be served.

Those selecting the "other" option specified that there should be halal or kosher offerings and that the food needed to be simple food, done well.



Value	Percent	Responses
Healthy options	59.4%	193
Freshly / home made products	81.5%	265
Wide variety of options	22.5%	73
Organic	9.8%	32
Vegetarian / vegan	13.8%	45
Food suitable for those with allergies e.g. gluten free	6.5%	21
Other - please specify	2.2%	7

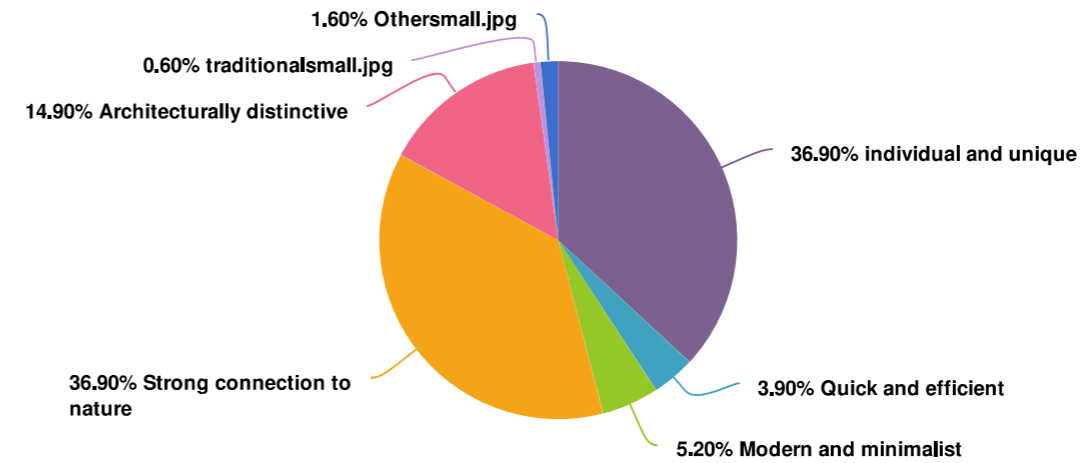
Design of the Cafés

The two main preferences stated in relation to café design were individual and unique, and a strong connection to nature, with 37% of respondents selecting these two options.

A fairly large proportion, at 15%, selected architecturally distinctive.

As these are not mutually exclusive, it is recommended that a solution is sought which responds to all three of these. 5% feels that the design of the café should be modern and minimalist and 4% that should be quick and efficient.

In comments, respondents indicated that the toilets in particular needed renovation, and that the café should be a cosy and comfortable space.



Value	Percent	Responses
individual and unique	36.9%	114
Quick and efficient	3.9%	12
Modern and minimalist	5.2%	16
Strong connection to nature	36.9%	114
Architecturally distinctive	14.9%	46
traditionalsmall.jpg	0.6%	2
Othersmall.jpg	1.6%	5

Total: 309

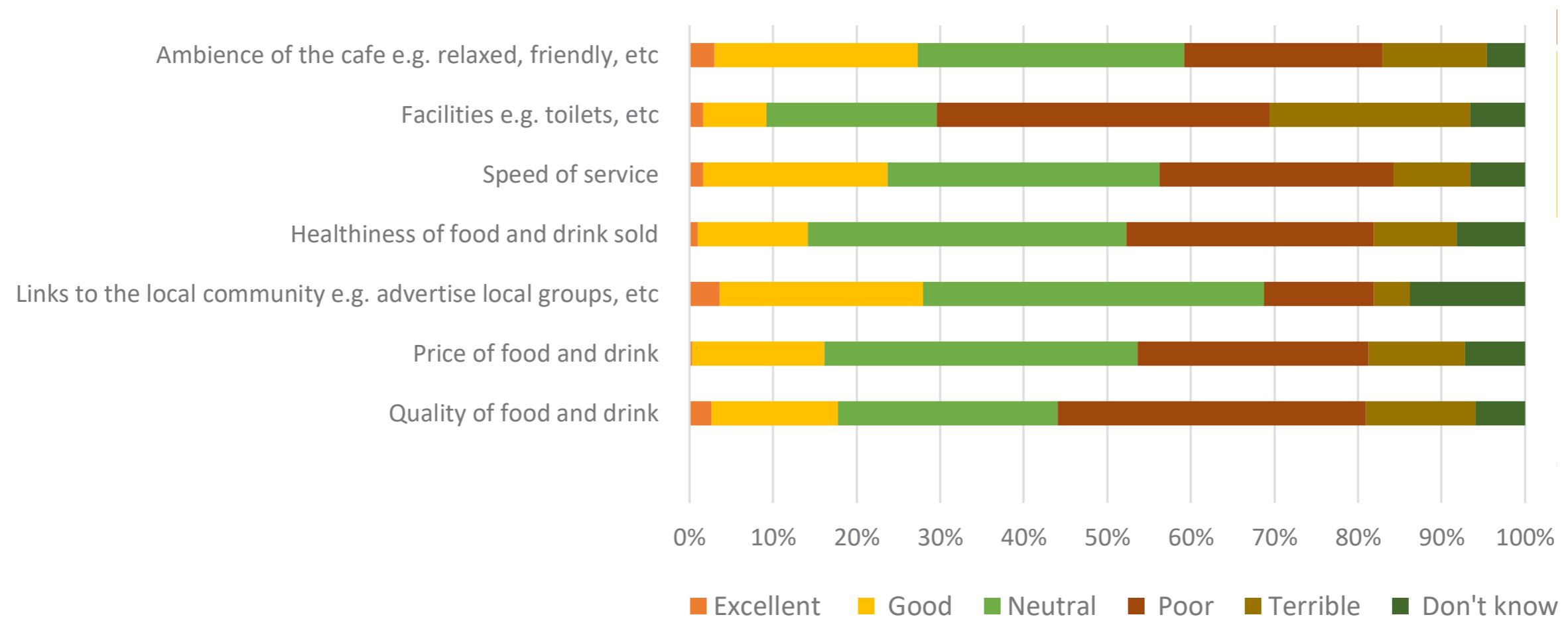
Existing Café Provision: Queen's Park

Overall, people reported being dissatisfied with the existing café provision. In particular they felt that the facilities were poor, and that the food quality and price of food was unsatisfactory.

People reported that the quality of the food could be poor and was inconsistent. They also felt that it was expensive and priced at the level for more wealthy local residents, or a meal for a treat, rather than being somewhere people could go regularly for good food.

The food was not felt to be particularly healthy, especially for children, and the speed of service was often found to be slow.

Whilst links to the community were not reported to be wholly absent, people currently felt that the café did not reflect the local area and people effectively.



Conclusions

Based upon the responses to the questionnaires, the following are noted as being particularly important to people in relation to a café in Queen's Park:

Current Provision

Respondents reported feeling strongly that the current provision could be significantly improved, particularly in relation to quality of food, value for money and service. A number of other cafés in the local area, and in other parks, were cited as examples of how the café could be run more effectively. It was felt that the café should reflect the high quality of the park, and the "diverse and forward thinking local community", and that at the moment it does not.

Family Friendly

Respondents reported that a large number of people visiting the café do so with children. As a result, the café needs to be family and child friendly, in a positive way, i.e. fast service for children's meals, appropriately priced children's meals, consistency in what is provided for children and options which are healthy for children. Some separation between a children's area and an adult area was requested, i.e. providing a family area and an area which is designed to be more adult friendly. Then both groups would be free to enjoy themselves to a greater extent.

Value for Money

People feel that the café has to be good value for money, and that food should be priced so that a number and range of local families could afford to eat there, rather than just the more wealthy members of the community. It should be somewhere people can go regularly for good food, rather than being a special treat. Respondents feel that the current café is overpriced and also offers very poor value for money.

Design

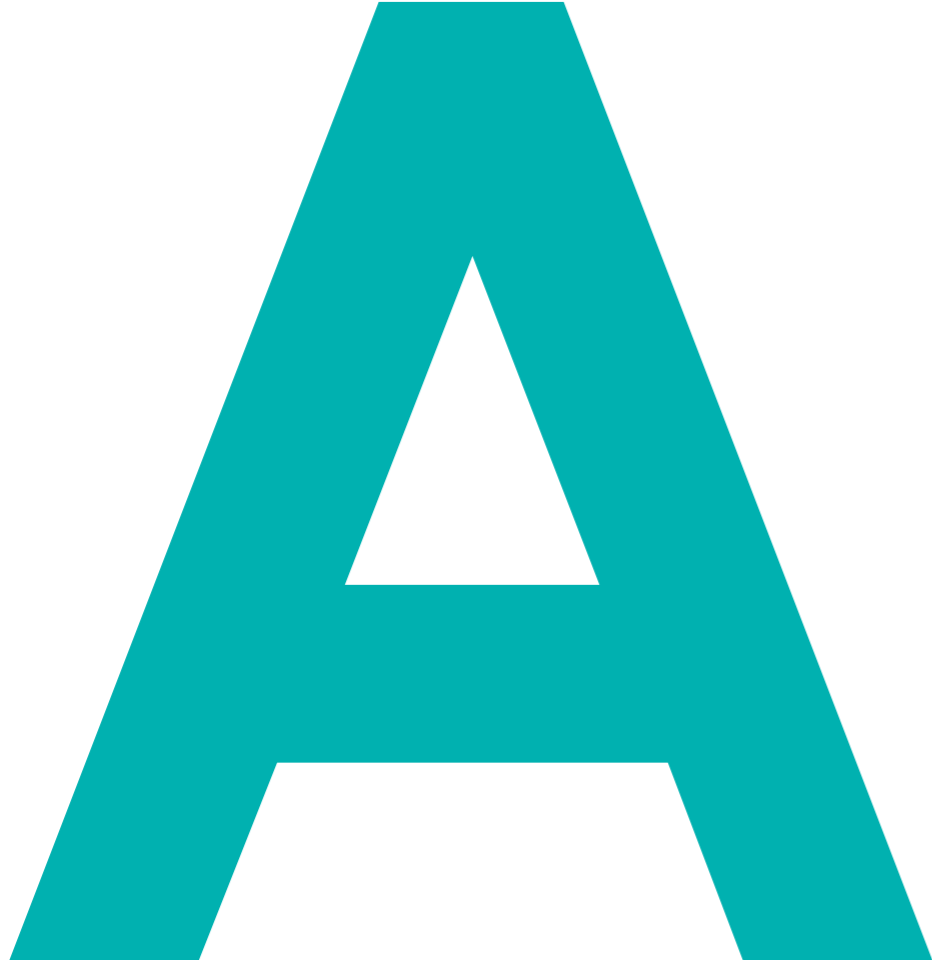
The design was reported to need refurbishment and renovation by respondents. The toilets in particular were felt to be in need of improvement and it was felt that more toilets should be provided.

Respondents felt that the design should be cosy, comfortable and inviting, to encourage a range of customers. Links to nature and the park are essential.

Community

The café needs to be for the community and meet the needs of local people. It should have a positive identity. There should be a link to local community groups, e.g. toddler groups. There should be events or service of food in summer evenings. It should be open the same hours as the park – early and late.

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



Queen's Park Consultation Event 10.12.16

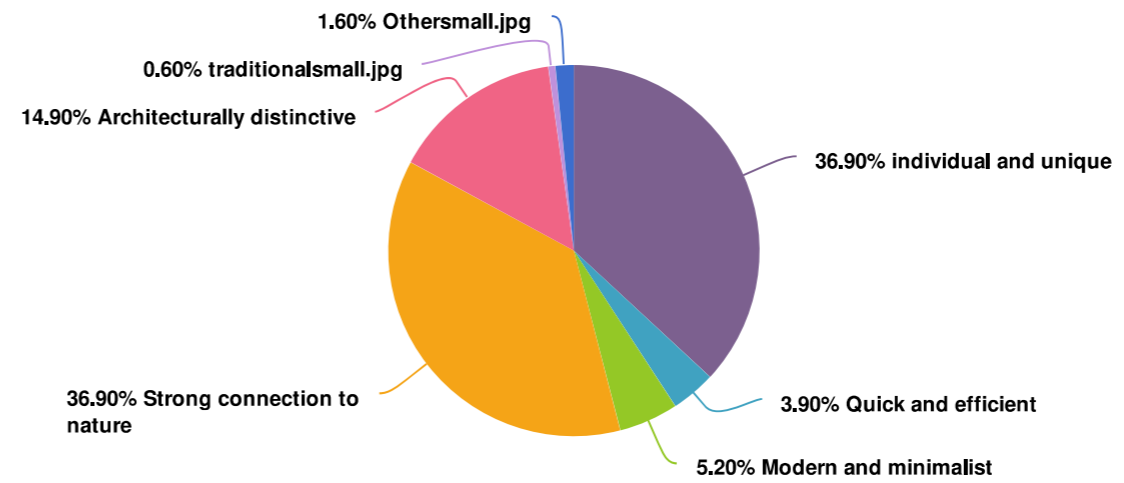


Fig.A.3.1 - Queen's Park Consultation Event, on 10.12.16.



Fig.A.2.1 - Queen's Park Consultation Event, on 10.12.16.

Type of food we like



Value	Percent	Responses
individual and unique	36.9%	114
Quick and efficient	3.9%	12
Modern and minimalist	5.2%	16
Strong connection to nature	36.9%	114
Architecturally distinctive	14.9%	46
traditionalsmall.jpg	0.6%	2
Othersmall.jpg	1.6%	5

Total: 309

Table A.3.2: Queen's Park Café Consultation Event 10.12.16 - Comments

Aspirations	Negative	Positive	
General	Café look/ feel	Food offering	Service/ management
Run-down inside. Staff is really good. I'd rather go to the high street café for food.	Nice to have sofas and bookshelves for kids.	I like the café, good breakfast.	Cater for older people, dog walkers and younger people. Not just families!
Kid friendly, healthy, good coffee, no large chains.	Outside has potential that isn't being fulfilled.	Healthy childrens food.	
Currently too expensive for a local café.	A lot of people are alone and they need a place to be. A community café.	There's not healthy kids food - just stuff out of a tin.	More healthy options. Queuing system is very bad.
I'm glad that the café is here, I've only used it once. It's a nice café. I'm vegan, thumbs up.	There should be hula hoops again! Happy with kids food and coffee, but we don't really come here for food. It's not like a restaurant.	I like the café but change the menu sometimes? Healthy and simple food but good quality - exactly what is not happening here.	Linking with sports activities, more integrated! No special deals?
Healthier food choices - organic/local, longer opening hours, nicer design.	Wisteria on top of roof? More planting, public art and better furniture needed.	More modern with organic food - but does the job!	Service is really slow.
Quite expensive for what you get. Better meals for kids.	Needs a refurb, fresh juices, like the Regents Park café, I like the pizza.	Ice cream is really good and there is no proper ice cream place around.	Nice café but loos are bad. Better facilities needed.
Have activities in house - for kids!	Café should be a proper community hub!	No junk food please, more healthy food.	Toilets are disgusting.
Bit crowded/noisy. Great to have café in park.		Better coffee!	I want an inside toilet of good quality.
I'm not a regular user but having a café in the park is great.		Salads, fresh food options, smoothies, healthy food.	Exceeded expectations. Staff are friendly.
I'm happy with the park - no need to change.		Too expensive, needs better quality food/coffee.	



Fig.A.3.3 - Queen's Park Consultation Event, on 10.12.16.