



## Hampstead Heath Consultative Committee

**Date:** MONDAY, 27 JUNE 2016

**Time:** 7.00 pm

**Venue:** PARLIAMENT HILL CONFERENCE ROOM, PARLIAMENT HILL STAFF YARD, PARLIAMENT HILL FIELDS, HAMPSTEAD HEATH, NW5 1QR

**Members:**

Virginia Rounding (Chairman)	Mary Port, (Dartmouth Park
Karina Dostalova (Deputy	Conservation Area Advisory Committee)
Chairman)	Stewart Purvis (Vale of Health Society)
Ray Booth (Barnet Mencap)	Thomas Radice (Heath and Hampstead
John Etheridge (South End Green	Society)
Association)	Harunur Rashid (Bangladeshi Social
Colin Gregory (Hampstead	Forum)
Garden Suburb Residents'	Steve Ripley (Rambler's Association)
Association)	Susan Rose (Highgate Conservation
Michael Hammerson (Highgate	Area Advisory Committee)
Society)	Ellin Stein (Mansfield Conservation Area
Dr Gaye Henson (Marylebone	Advisory Committee & Neighbourhood
Birdwatching Society)	Association Committee)
Nigel Ley (Open Spaces Society)	Richard Sumray (London Council for
Joanne Mould (London Wildlife	Sport and Recreation)
Trust)	Simon Taylor (Hampstead Rugby Club)
Susan Nettleton (Heath Hands)	David Walton (Representative of Clubs
Helen Payne (Friends of	using facilities on the Heath)
Kenwood)	John Weston (Hampstead Conservation
	Area Advisory Committee)

**Enquiries:** David Arnold  
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**Dinner will be served at the rising of the Committee**  
**NB: Part of this meeting could be the subject of audio or video recording**

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

# **AGENDA**

## **Public Agenda**

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3.
  - a) **MINUTES OF THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**  
To agree the public minutes and summary of the meeting held on 7 March 2016.  

**For Decision**  
(Pages 1 - 8)
  - b) **MINUTES OF THE HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE**  
To note the draft public minutes of the meeting held on 16 May 2016.  

**For Information**  
(Pages 9 - 16)
  - c) **MINUTES OF THE HAMPSTEAD HEATH SPORTS ADVISORY FORUM**  
To note the public minutes of the Hampstead Heath Sports Advisory Forum meeting held on 16 May 2016.  

**For Information**  
(Pages 17 - 20)
4. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath.  

**For Discussion**  
(Pages 21 - 28)
5. **PARLIAMENT HILL, GOLDERS HILL PARK AND HIGHGATE WOOD CAFE LEASES**  
Report of the Superintendent of Hampstead Heath.  

**For Discussion**  
(Pages 29 - 42)
6. **CROSS COUNTRY PILOT ON THE HAMPSTEAD HEATH EXTENSION**  
Report of the Superintendent of Hampstead Heath.  

**For Discussion**  
(Pages 43 - 52)
7. **MANAGEMENT WORK PLAN FOR SMALL TUMULUS FIELD**  
Report of the Superintendent of Hampstead Heath.  

**For Discussion**  
(Pages 53 - 68)

8. **PONDS PROJECT PROGRESS REPORT**  
Joint report of the Ponds Project Director and the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 69 - 76)
9. **HABITAT RESTORATION OF THE BOATING POND AND TUMULUS FIELD**  
Report of the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 77 - 92)
10. **ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016**  
Report of the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 93 - 110)
11. **2016-19 OPEN SPACES BUSINESS PLAN**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 111 - 142)
12. **CYCLICAL WORKS PROGRAMME BID 2017/18**  
Report of the City Surveyor.  
**For Discussion**  
(Pages 143 - 152)
13. **OAK PROCESSIONARY MOTH PLAN 2016**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 153 - 160)
14. **QUESTIONS**
15. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
16. **DATE OF NEXT MEETING**  
To note the date of the next meeting: Monday 7 November 2016.  
**For Information**

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## **HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

**Monday, 7 March 2016**

**Minutes of the meeting of the Hampstead Heath Consultative Committee held at the Parliament Hill Conference Room, Parliament Hill Fields, Hampstead Heath, NW5 1QR at 7.00 pm**

### **Present**

#### **Members:**

Virginia Rounding (Chairman)	Thomas Radice (Heath and Hampstead Society)
Jeremy Simons (Deputy Chairman)	Susan Rose (Highgate Conservation Area Advisory Committee)
Ray Booth (Barnet Mencap)	Steve Ripley (Ramblers' Association)
Colin Gregory (Hampstead Garden Suburb Residents' Association)	Ellin Stein (Mansfield Conservation Area Advisory Committee)
Michael Hammerson (Highgate Society)	Richard Sumray (London Council for Sport and Recreation)
Dr Gaye Henson (Marylebone Birdwatching Society)	Simon Taylor (Hampstead Rugby Club)
John Hunt (South End Green Association)	David Walton (Representative of Clubs Using the Heath)
Nigel Ley (Open Spaces Society)	
Susan Nettleton (Heath Hands)	
Helen Payne (Friends of Kenwood)	
Mary Port (Dartmouth Park Conservation Area Advisory Committee)	

#### **Officers:**

David Arnold	- Town Clerk's Department
Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Open Spaces Department
Lucy Gannon	- Open Spaces Department
Richard Gentry	- Open Spaces Department
Paul Maskell	- Open Spaces Department

#### **1. APOLOGIES**

Apologies for absence were received from Stewart Purvis (Vale of Health Society) and John Weston (Hampstead Conservation Area Advisory Committee).

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

There were none.

#### **3. MINUTES**

**RESOLVED** – That the minutes of the previous meeting held on Monday 9 November 2015 be agreed.

## **Matters Arising**

### **City of London Corporation (Open Spaces) Bill**

Petitions to the Bill had been submitted by the Kennel Club and an individual who routinely opposed Private Bills related to open spaces. Tulip Siddiq MP was making a representation to the Bill, possibly regarding the Bill's impact on roadways across the Heath.

The proposals for the events policy were currently being considered. The policy would be submitted to the next Committee meeting for discussion.

### **Athlone House**

The applicants did not apply for a Court of Appeal hearing by 12 November 2015. The premises was now being sold to a new purchaser.

### **Oak Processionary Moth (OPM)**

There had been no developments in relation to OPM during the winter but it was expected to return during late spring/summer.

### **Landscape Improvement Works at Millfield Lane**

Implementation of the works had been delayed until autumn to prioritise completion of the Hampstead Heath Ponds Project.

## **4. HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**

The Committee received the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 2 February 2016. The Chairman of the Forum (London Council for Sport and Recreation) noted that the introduction of a Tag Rugby League had been considered carefully by the Forum to avoid any adverse effects to Rugby Union players. The Leisure and Events Manager advised that a licence had been prepared to allow a 14 week Tag Rugby League to take place at the bottom of the Parliament Hill Lido playing fields, away from the dedicated Rugby Union playing areas, which would generate income for the Heath.

The Superintendent added that discussions with the London Borough of Camden (LBC) regarding funding for the introduction of Outdoor Gym equipment had been on-going and were looking more promising.

**RESOLVED** – That the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 2 February 2016 be noted.

## **5. SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update regarding the management and operational activities across the Heath since November 2015. The Superintendent provided some additional information regarding the following matters:-

### **Property**

- The Mixed Pond was currently being used as a Ladies' Pond whilst works were carried out at the Kenwood Ladies' Bathing Pond.

- Works at the Kenwood Ladies' Bathing Pond were due to be completed by 30 April 2016.
- The Ladies' Pond would re-open and the Mixed Pond would return to a mixed male and female pond on 7 May 2016.
- In response to a member's (Highgate Society) question regarding reports of willow trees being cut down at the East Heath Car Park, the Superintendent advised that this was not the case so he would look into it.

### **Planning**

- The LBC had re-consulted on the planning application for the Water House up until 1 February 2016.
- The City of London Corporation provided representations against the development because a survey carried out in January 2016 showed that the road was not capable of receiving Heavy Goods Vehicle traffic, which would also cause damage to a veteran oak tree.

### **Fees and Charges**

- In response to a member's (Hampstead Rugby Club) question regarding the additional fee for late Rugby kick off times, the Superintendent advised that staff shift patterns and charges would be discussed with the Rugby Club(s) on a case by case basis.

### **Events**

- The Southern Counties Cross Country Championships held at Parliament Hill on 30 January 2016 had been a success, with a total of 5,115 runners having taken part, and a recovery plan for the route was being implemented where the ground was dry enough.
- Some members (Highgate and Mansfield Conservation Area Advisory Committees) noted their concerns that the event was becoming too large-scale so damage to surfaces along the route was becoming more noticeable, suggesting that the number of participants be limited.
- The Deputy Chairman, amongst other members (London Council for Sport and Recreation and the Representative of Clubs using the Heath), noted that Cross Country events at the Heath had always been popular and well-attended.
- The Superintendent assured the Committee that problem areas were being monitored carefully, new repair and recovery techniques involving compaction machinery were being developed, and the route differed each year to avoid areas that had not recovered fully from a previous event.
- In response to a member's (Highgate Society) question, the Superintendent advised that alternative substances to Christmas Tree chippings would be looked into for path recovery.

### **Golders Hill Park**

- The disabled car park landscaping works were due to be completed by the end of the week.

- Plans for the restructuring of the Zoo and Queen's Park Children's Farm had been completed so a business plan would be submitted to the next Committee meeting.

### **Projects**

- The audit and review of the Open Spaces Department's fleet and motorised equipment was complete and an estimated saving of £122,850 had been identified, which would be ring fenced to support the energy efficiency programme.
- Members were asked to provide feedback about the draft sign to replace the existing one on Parliament Hill before the artwork and design was finalised.
- A QR code would be included on the sign to enable smartphone users to compare with pictures of historic views from Parliament Hill.
- A survey of all memorial benches at Parliament Hill Fields and Golders Hill Park had been carried out in order to review the bench style and update records.
- Approximately 100 people were on the waiting list to obtain a ten-year commemoration sponsorship, the fee for which would be reported back to the Committee once agreed.
- The various consultation stages regarding staff working arrangements were due to be completed by October 2016.
- In response to a member's (Marylebone Birdwatching Society) question, the Superintendent advised that the consultations were in relation to changes in working patterns to address work/life balance issues, not job losses.
- In response to a member's (Highgate Society) question, the Superintendent advised that MOLA (Museum of London Archaeology) were continuing to carry out archaeological monitoring of the Ponds Project and they would be contacted shortly for an update.

**RESOLVED** – That the Superintendent's Update be noted.

### **6. HAMPSTEAD HEATH PONDS PROJECT UPDATE**

The Committee received a joint report of the Superintendent of Hampstead Heath and the Ponds Project Director regarding the progression of the Hampstead Heath Ponds Project. The Superintendent provided the following updates:-

- Earthworks had started at Model Boating Pond (MBP) and it was expected to take around two weeks to remove the remaining silt;
- One Alder tree had been removed by MBP to allow for the Kenwood Ladies' Pond building to be brought onto site;
- Desilting at Viaduct was halted due to debris in the pond so the Project Team were looking into the best way to de-silt this pond, which would take place once works at the Kenwood Ladies' Pond had been completed;
- Hampstead No. 1 was due to be finished by Easter; and
- Hampstead No. 2 was due to be finished by mid-April.

In response to a member's (Highgate Conservation Area Advisory Committee) question, the Superintendent assured that works would not be carried out during the Easter weekend and that staff would be mindful of vehicle movements during the Easter School Holiday period.

**RESOLVED** – That the progress of the Hampstead Heath Ponds Project be noted.

**7. HAMPSTEAD HEATH - CAFÉ TENDER PROCESS**

The Committee received a report of the Superintendent of Hampstead Heath that provided details about the process and progress with regard to the retendering of the Hampstead Heath Cafés at Parliament Hill Fields, Parliament Hill Lido, and Golders Hill Park.

In response to members' questions, the Constabulary and Queen's Park Manager advised that applicants were asked how sustainably they would deliver products and whether or not the products would be locally prepared, as part of the bid quality criteria. Quality was also evaluated by carrying out market-testing of applicants' products, sample menus and proposed prices. He added that the decision to evaluate bids based on 55% quality and 45% price (meaning rent payable and business plan strength, not the proposed price of products to be sold at the café) was made in consultation with the City's procurement team and expert consultants. Some members suggested that the evaluation of bids should be based on a greater consideration of quality during future tendering processes.

In response to a member's (Hampstead Garden Suburb Residents' Association) question, the Constabulary and Queen's Park Manager advised that applicants who bid for more than one café were still treated as single, separate bidders for each site. Any potential benefits to the City of London Corporation of having one applicant occupy all five North London Open Spaces Cafés were not taken into account.

Members noted that the results of the successful applicants at each café would be announced after a decision had made by the Hampstead Heath, Highgate Wood & Queen's Park Committee on 14 March 2016. Members were encouraged to provide feedback about the management and performance of each café during the coming months.

**RESOLVED** – That the progress made in the retendering of the North London Open Spaces Cafés be noted.

**8. OPEN SPACES DEPARTMENT – PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION**

The Committee received a report of the Superintendent of Hampstead Heath that outlined the progress made with the Sports Projects and Programmes Board; specifically with regard to the development of a strategic partnership approach with the Lawn Tennis Association (LTA). Members were advised that the LTA would assist in the provision of a new online booking system, including

a mobile app to be launched in May 2016, and support for the Heath's tennis coach. Staff would still be available on site to assist users unable to use an online system.

In response to a member's (Representative of Clubs using the Heath) question, the Superintendent explained that the LTA partnership would contribute £20,000 worth of departmental savings as part of the Service Based Review. An additional report regarding the savings achieved at all sites and facilities across the North London Open Spaces would be submitted to a future Consultative Committee meeting.

In response to a member's (Barnet Mencap) question, the Constabulary and Queen's Park Manager advised that the LTA would assist the Heath's tennis coach with the development of a training programme for disabled users.

The Superintendent added that figures for the use of the Heath tennis courts during the past three years could be provided after the meeting.

**RESOLVED – That:-**

- a) The progress made by the Sports Programme and Project Board be noted; and
- b) The partnership approach with the LTA be supported.

**9. HAMPSTEAD HEATH MANAGEMENT PLAN REVIEW**

The Committee received a report of the Superintendent of Hampstead Heath regarding the development of the 2018-2028 Hampstead Heath Management Plan. Members noted that the Management Plan review process would also include a review of the wider engagement approach taken during the development of past Management Plans. A member (Hampstead Garden Suburb Residents' Association) added that it would be useful to consider where consultation conflicts have arisen in the past and how they have been resolved before the Plan was finalised.

**RESOLVED – That the report be noted.**

**10. QUESTIONS**

In response to a member's (Mansfield Conservation Area Advisory Committee) question regarding the Savernake Road bridge, the Operational Services Manager advised that he had informed LBC of the condition of the area under the bridge and they had cleared it today. Discussions would continue with LBC, Heath Hands and the Heath and Hampstead Society to consider the possibility of regular cleaning carried out by volunteers.

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

The Chairman advised that it was the Deputy Chairman and John Hunt's (South End Green Association) last meeting as Committee Members. The Committee thanked both Members for their contributions and, in return, both Members thanked the Committee for their support.

12. **DATE OF NEXT MEETING**

**RESOLVED** – That the date of the next meeting, to be held on Monday 27 June 2016, be noted.

**The meeting closed at 8.55 pm**

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Chairman

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## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE**

**Monday, 16 May 2016**

**Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at the Guildhall EC2 at 1.45 pm**

### **Present**

#### **Members:**

Deputy John Barker  
Keith Bottomley  
Dennis Cotgrove  
Karina Dostalova  
Revd Dr Martin Dudley  
Clare James  
Michael Hudson  
Professor John Lumley  
Barbara Newman

Virginia Rounding  
Jeremy Simons  
Alderman Ian Luder (Ex-Officio Member)  
Graeme Smith (Ex-Officio Member)  
John Beyer (Heath & Hampstead Society)  
Rachel Evans (RSPB)  
Councillor Sally Gimson (London Borough of Camden)  
Philip Wright (English Heritage)

#### **Officers:**

David Arnold	- Town Clerk's Department
Fern Aldous	- Town Clerk's Department
Sam Cook	- Remembrancer's Department
Alison Elam	- Group Accountant, Chamberlain's Department
Edward Wood	- Comptroller & City Solicitor's Department
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Open Spaces Department
Richard Gentry	- Open Spaces Department
Gerry Kiefer	- Open Spaces Department
Philip Everett	- Ponds Project Director

### **1. APOLOGIES**

Apologies for absence were received from Anne Fairweather, Councillor Melvin Cohen (London Borough of Barnet), and Maija Roberts (Open Spaces Society/Ramblers' Association).

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

There were none.

### **3. ORDER OF THE COURT OF COMMON COUNCIL**

**RESOLVED** – That the Order of the Court of Common Council 21 April 2016, appointing the Committee and approving its Terms of Reference, be noted.

4. **ELECTION OF CHAIRMAN**

**RESOLVED** – That in accordance with Standing Order No 29, Virginia Rounding be elected Chairman for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chairman in accordance with Standing Order No. 30. A list of Members eligible to stand was read by the Town Clerk; Karina Dostalova and the Revd. Dr Martin Dudley both expressed an interest in serving as Deputy Chairman.

The result was as follows:

Karina Dostalova	7 votes
Revd. Dr Martin Dudley	6 votes

Karina Dostalova was therefore elected to serve as Deputy Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee for the ensuing year.

**RESOLVED** – that in accordance with Standing Order No. 30, Karina Dostalova be elected Deputy Chairman for the ensuing year.

6.1 **HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE MINUTES**

**RESOLVED** – That the public minutes and non-public summary of the meeting on 14 March 2016 be approved.

**Matters Arising**

City of London Corporation (Open Spaces) Bill

The Remembrancer advised that a House of Commons Committee would now be appointed to consider the Bill, including a petition against it by the Kennel Club. It was hoped that this would take place before the summer recess.

6.2 **HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE MINUTES**

**RESOLVED** – That the draft minutes of the meeting on 13 April 2016 be noted.

**Matters Arising**

Community and Events

The Chairman advised that the Community Day would take place on Sunday 4 September 2016.

7. **CONSULTATIVE COMMITTEE APPOINTMENTS 2016/17**

The Committee considered a report of the Town Clerk regarding the annual appointments to the various Committees and Consultative Groups.

**RESOLVED** – That:-

- a) The appointment and composition of the following bodies be approved as follows for the ensuing year:-
  - i) **Hampstead Heath Consultative Committee**

Virginia Rounding (Chairman)  
Karina Dostalova (Deputy Chairman)

**ii) Highgate Wood Joint Consultative Committee**

Virginia Rounding (Chairman)  
Karina Dostalova (Deputy Chairman)  
Professor John Lumley  
Barbara Newman  
Jeremy Simons

**iii) Queen's Park Joint Consultative Group**

Virginia Rounding (Chairman)  
Karina Dostalova (Deputy Chairman)  
Deputy John Barker  
Professor John Lumley  
Barbara Newman

**iv) Keats House Consultative Committee**

Dennis Cotgrove

**v) Open Spaces and City Gardens Committee**

John Beyer (Heath and Hampstead Society)

- b) The appointment of two officially nominated representatives of local schools from the Friends of Salusbury School and the Ark Franklin Primary Academy to the Queen's Park Joint Consultative Group, be approved; and
- c) The additional appointment of an officially nominated representative of the Kensal Rise Residents' Association to the Queen's Park Joint Consultative Group, be approved.

**8. 2016 TO 2019 OPEN SPACES BUSINESS PLAN**

The Committee received a report of the Director of Open Spaces that provided Members with an outline of the Open Spaces Department's Business Plan for the period 2016 to 2019.

**RESOLVED** – That the Open Spaces Business Plan 2016-19 be noted.

**9. PARLIAMENT HILL, GOLDERS HILL PARK AND HIGHGATE WOOD CAFÉ LEASES.**

The Committee considered a report of the Superintendent of Hampstead Heath that sought approval to the award of interim leases to the current incumbents of the Parliament Hill, Golders Hill Park and Highgate Wood Cafés and to establish a proposed way forward and consultation process for the future running of the cafés. It was emphasised by the Chairman and the Superintendent that there would also be full input from the Hampstead Heath Consultative Committee (HHCC) and the Highgate Wood Joint Consultative Committee in determining the way forward and the consultation process. The Superintendent added that the new Parliament Hill Fields Lido Café leaseholder had recently started trading and negotiations were currently underway with the approved new Queen's Park Café leaseholder.

Members first considered the recommendation to award interim leases to the current incumbents of the three cafés with a view to ensuring that the eventual long-term leaseholders could take possession during February 2018. The

Committee agreed to permit the City Surveyor to negotiate with the existing incumbents of the three cafés to renew each on the same principal terms as in the existing leases at a rent to be increased in line with inflation for a term expiring on 12 January 2018, in order to give time to consult the public and for Officers to prepare an Options Appraisal for each café.

The Committee then considered the guiding principles for the refreshment facilities. In addition to the proposed principles outlined in the report, Members suggested including measures for the following:-

- commitment to customer satisfaction;
- knowledge of area local to cafés;
- community cohesion;
- acceptable food hygiene rating;
- promotion of healthy eating;
- provision of a safe, relaxed and familiar environment.

The Superintendent advised that the creation of a Café Working Party with representation from this Committee and both the Hampstead Heath and Highgate Wood Consultative Committees would enable a methodology for the appointment of long-term leaseholders to be established through appropriate consultation. The Working Party would review the suggestions made by this Committee and the Consultative Committees and all consultation outcomes in full.

The Committee considered and approved the appointment of Keith Bottomley as the Chairman's representative on the Working Party and recommended that an additional representative of the Golders Hill Park Café be appointed preferably from amongst the HHCC membership or, failing that, from amongst the lead petitioners. The Committee also considered the lead petitioners request for all five of them to be included in the Working Party but Members agreed that the membership of the Working Party should not exceed 11 in total. It was noted that all petitioners could attend the meetings of the Working Party, as they would be public meetings, but the named representative would be entitled to vote on a particular matter.

In response to Members' questions regarding the use of independent consultants, the Superintendent advised that separate consultants would be used for catering and the consultation process. In response to a Member's suggestion, the Committee agreed that the catering consultant would be appointed after the next HHHC meeting on 27 June 2016 but that the Superintendent would appoint a consultant specialising in consultation as soon as practicable. Members noted that an update regarding the comments received at that HHCC meeting would be reported to the next Committee meeting in July 2016.

**RESOLVED** – That:-

- a) authority be delegated to the Superintendent to agree catering leases with the three existing proprietors expiring 12 January 2018, in consultation with the City Surveyor and Comptroller & City Solicitor;

- b) the Comptroller & City Solicitor be instructed to complete the documentation for the three café leases;
- c) the draft guiding principles relevant to the provision of café facilities at Hampstead Heath and Highgate Wood be progressed for further discussion and input from the Consultative Committees;
- d) a public consultation be undertaken to inform an Options Appraisal to guide future decisions on the café leases;
- e) members of the Highgate Wood Joint Consultative Committee be invited to attend the Hampstead Heath Consultative Committee (HHCC) meeting on 27 June 2016, to discuss the draft guiding principles and the proposed programme for public consultation;
- f) the establishment and membership of a Café Working Party be approved;
- g) Keith Bottomley be appointed as the Hampstead Heath, Highgate Wood and Queen's Park Committee's representative to the Café Working Party;
- h) the Superintendent be instructed to appoint both a Consultation (before HHCC on 27 June 2016) and a Catering Consultant (after HHCC on 27 June 2016), each to provide independent advice.

**10. OAK PROCESSIONARY MOTH PLAN 2016**

The Committee received a report of the Director of Open Spaces that provided Members with the plans for Oak Processionary Moth (OPM) management across the North London Open Spaces for 2016. The Director added that the recent colder weather had resulted in fewer caterpillars than expected. The progress of the management plan would be reported back to the Committee in late 2016.

**RESOLVED** – That the OPM management plan for 2016 be noted.

**11. SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Hampstead Heath that provided Members with an update regarding the following management and operational activities across the Heath, Highgate Wood and Queen's Park since March 2016:-

**Property**

- The Superintendent was pleased with the completed works to the Hill Garden and Pergola;
- Works to replace the oak timbers at the Pergola were expected to begin in August.

**Planning**

Members noted that the applicant wished to present the new proposals for Athlone House to the Hampstead Heath Consultative Committee on 27 June 2016 but the Committee suggested that they be invited to present on an alternative date instead as the Consultative Committee agenda for June was already very full.

### **Parliament Hill Viewpoint Sign**

Artwork for the new skyline viewpoint sign had been produced in collaboration with the Heath and Hampstead Society. The panoramic sign would take four weeks to produce and could be unveiled with the Heath and Hampstead Society at an opening ceremony on 27 June 2016. The Chairman added that the afternoon of 27 June 2016 had also been identified as a possible date for an all Court of Common Council visit to the Ponds Project, the details of which would be circulated by the Town Clerk in due course.

### **Queen's Park**

- Visitors were being asked to complete an online survey in relation to the types of events that could and should take place at the Park;
- An Open Gardens event hosted by the Queen's Park Area Residents' Association would be taking place at the Park soon.

### **Projects**

- Consultations for the summer sports programme would start soon following discussions with the Sports Advisory Forum;
- The fleet and machinery board were aiming to generate funds for energy conservation through the sale of surplus vehicles and machinery;
- The 2017/18 fees and charges would be reported to this Committee in January 2017 in order that the Consultative Committee might be fully consulted in November 2016.

### **Constabulary**

- A consultation regarding officer working hours was currently underway;
- In response to a Member's question, the Superintendent advised that the aim of the consultation was to provide an increased Constabulary presence at the busiest times of the day.

### **Staff Lodge Policy**

In response to a Member's question, the Superintendent advised that the purpose of the policy review was to ensure all lodges were inhabited by staff with relevant skills and responsibilities.

**RESOLVED** – That the update regarding the management and operational activities across the Heath, Highgate Wood and Queen's Park be noted.

## **12. HAMPSTEAD HEATH PONDS PROJECT UPDATE**

The Committee received a joint report of the Hampstead Heath Ponds Project Director and the Superintendent of Hampstead Heath that provided an update regarding the Hampstead Heath Ponds Project. Members received a presentation from the Ponds Project Director that included photographs of the work being carried out. The Project Director added that photographs of the Model Boating Pond and Catchpit sites taken by a drone were available to view on the [Ponds Project Blog](#).

Members were advised that the culvert at Hampstead No. 2 Pond had taken longer than expected but the Project remained on schedule and within budget. The Project Director added that there was a claim with the contractor going

through the appropriate legal process and the financial implications of this would be reported to the Committee once the case was concluded.

**RESOLVED** – That the Hampstead Heath Ponds Project update be noted.

13. **SUPERINTENDENT'S UPDATE FOR HIGHGATE WOOD**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update regarding management and operational activities in Highgate Wood.

**RESOLVED** – That the Superintendent's update for Highgate Wood be noted.

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

There were none.

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

Events

The Chairman reminded Members that the Highgate Harriers Night of the 10,000m Personal Bests, which was a qualifying event for the Rio Olympics 2016, was taking place at the Heath on 21 May 2016.

Consultation and Committee Dates

The Chairman advised that the schedule of meetings for this Committee and the Hampstead Heath Consultative Committee was to be reviewed to improve levels of consultation with the Consultative Committee. It was suggested that both Committees should meet four times per year with the Consultative Committee meeting approximately four weeks before each meeting of this Committee. The Committee were supportive of this review and noted that it could come into effect during 2017.

In response to a Member's concerns regarding the representativeness of the Consultative Committee, the Chairman advised that its membership would be reviewed in due course in accordance with The London Government Reorganisation (Hampstead Heath) Order 1989.

16. **EXCLUSION OF THE PUBLIC**

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

17. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting on 8 March 2016 be approved.

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

There were two questions.

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

There was one item of other business.

**The meeting closed at 3.40 pm**

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Chairman

**Contact Officer: David Arnold**  
**david.arnold@cityoflondon.gov.uk**





## Hampstead Heath Sports Advisory Forum

### Parliament Hill meeting room

16<sup>th</sup> May 2016, 6.30pm

#### Members:

Richard Sumray (Chairman)	RS	HHCC (London Council for Sports and Recreation)
Simon Taylor	ST	Hampstead Rugby Club
Dave Walton	DW	London Heathside Athletics
Jacki Reason	DC	Parliament Hill Lido Users Group
Rudolf Benjamin	RB	HH Tennis Coach
Marc Hutchinson	MH	Hampstead Heath Winter Swimming Club, H & HS
Joseph Lowe	JL	Highgate Harriers
Richard Priestley	RP	Highgate Harriers
Natasha Cendrowicz	NC	Highgate Harriers
Dan Carrier	DC	Camden CCG
David Bedford	DB	London Marathon Trust

#### In attendance:

Mike Hill	MH	Leisure-Net
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#### Officers:

Bob Warnock	BW	Superintendent of Hampstead Heath, City of London
Declan Gallagher	DG	Operational Services Manager, City of London
Paul Maskell	PM	Leisure and Events Manager, City of London
Paul Jeal	PJ	Senior Swimming Supervisor
Kate Radusin (notes)	KR	PA to Superintendent of Hampstead Heath, City of London

ITEM		ACTION
1.	<b>Apologies</b>	
	Nigel Robinson, Virginia Rounding;	
2.	<b>Minutes of the previous meeting (2.2.16) and matters arising</b>	
	<p><u>Outdoor gym:</u> PM has spoken with Alex Woods from Public Health England. More information about funding will be available in the summer.</p> <p><u>Recovery of Sports Costs:</u> A paper setting out principles and options for recovery has been prepared, and will be circulated to the group.</p>	
3.	<b>Sports Programme Update</b>	
	<p>A presentation was given by MH. There followed a discussion around the winter sports user and non-user consultation report.</p> <p>Suggestions for Questions were put forward by the group (as the summer user and non-user consultation is about to commence):</p> <ul style="list-style-type: none"> <li>-What could be done better? (where low scores were given)</li> <li>-What would encourage you to take part? (further Q for non-users)</li> <li>-Questions around the landscape of the Heath, is there something particular about the landscape which has influenced users decision to come to the</li> </ul>	

	<p>Heath?</p> <p>ST will email MH with the contact details of Rugby players who travel long distanced to use the Heath, so that they can take part in the consultation.</p> <p>DC will speak to Conservation area group about taking part in the consultation.</p> <p>All members of the forum were invited to contact MH to participate in the consultation and to forward on the contact details of anyone who wished to take part.</p>	<p>ST</p> <p>DC</p>
<b>4.</b>	<b>Heath Extension Cross Country Run</b>	
	<p>DW proposal is for 1 race a year, for young athletes. A proposal has been put forward, the race will start and finish on the Cricket field, around the lower slopes (avoiding the rugby/football pitches). The course for older children would extend north around the horse track.</p> <p>DW the Heath has a harsh terrain for younger athletes. Do not want to cause issues by adding a further cross country event to the main body of the Heath.</p> <p>RS the proposed time for the race, Saturday afternoon, coincides with high usage of the Extension for other sports. The race could take place in an area already used for cross country running? BW confirmed there are a range of routes on the Heath where facilities are available, and restoration methods are in place. It is proposed that the Heath could accommodate this race.</p> <p>Hampstead Heath Management Plan, Section 6, Point 3: <i>'There is no significant detriment to the general public's enjoyment of the Heath'</i>. RS is it likely that this race, for a small number of people, would lead to significant complaints for the area being used for this purpose? BW yes.</p> <p>DB are complaints usually around the larger events, or more frequent smaller events? PM very few complaints are received around the smaller and weekly events.</p> <p>RP in the past there used to be bigger race events taking place more frequently on the Heath.</p> <p>NC on Saturday sessions, there used to be a lot of conflict with dog walkers.</p> <p>BW need to avoid doing permanent damage to the ground, temporary damage can be repaired with careful ground management. The species-rich long acid grassland on the Heath Extension will be hard to reinstate, but the edges of the cricket pitches would be easier to reinstate.</p> <p>RS Are there possible routes on the Heath Extension which would not impact upon ecology? BW yes, but they might impact upon the rugby/football fields (as raised under point 7, City of London response to the proposed Heath Extension Cross Country Run).</p> <p>JL parking must be considered, Parliament Hill side of the Heath is much easier for participants to travel to. If it is held on the Heath Extension it must not jeopardise other events.</p> <p>Following discussion, it was agreed that a pilot event could take place on the Heath Extension, subject to a route being identified and supported by CoL</p>	

	and the Hampstead Heath Consultative Committee. If a Heath Extension route cannot be agreed, the event will take place on the main body of the Heath. Preference of the forum was for a pilot to take place on the Heath Extension.	<b>DG/DW</b>
<b>5.</b>	<b>Tennis</b>	
	Staff have been given training to use Club Spark. A soft launch of the booking system will be tied in with the Great British Tennis weekend (16-17 July), and Give it a Go event (17 July).	
<b>6.</b>	<b>Parkrun</b>	
	BW CoL are committed to hosting the event on the Heath, and do not charge Parkrun.	
<b>7.</b>	<b>Swimming Issues</b>	
	<p><u>Update on the Lido:</u> 150 season tickets have been sold – the sauna has contributed to attracting more people to purchase season tickets.</p> <p>Lido leak investigations are on-going.</p> <p><u>Update on Ponds Project:</u> <u>Mixed Pond:</u> Temporary shower units have been removed, and a new tap has been installed in the Ladies' compound.</p> <p><u>Ladies' Pond:</u> Re-opened on 7 May, there are a few snagging issues with the new changing facility which are being managed, and there has been positive feedback from members of the public. JR confirmed she had heard positive feedback.</p> <p><u>Men's Pond:</u> Reed bed planting is taking place along the north face of the pond.</p>	
<b>8.</b>	<b>Updates</b>	
	<p><u>Highgate Harriers Night of 10,000m:</u> Preparations are in place for a great night, Highgate Harriers have obtained an alcohol licence for the event.</p> <p><u>Tag Rugby:</u> participant numbers not as high as hoped, possibly due to marketing. They are currently using 1 pitch. There has been no impact on the Rugby Club.</p> <p><u>Bowls &amp; Croquet Clubs:</u> Bowls Club held a recent recruitment drive at the Farmers Market, and 12 schools have registered interest for free taster sessions. The Croquet Club held an open day in May. Both clubs will be taking part in Give it a Go (17 July).</p> <p>A 1 week playing extension (subject to weather) has been granted at the end of the season in September, following a request from the Clubs.</p>	
<b>9.</b>	<b>Any Other Business</b>	
	Highgate Harriers opening evening was very successful, new online registry and payment process ensured higher attendance numbers.	

	<p>RB confirmed he had been contacted by the LTA.</p> <p>PM Lido wall is almost completed. New Lido café is progressing well, and will be ready for the summer.</p> <p>JR Parliament Hill Lido User Group have had Lido t-shirts proto-types made up, for t-shirts which will be sold.</p> <p>ST 230 children aged 3-5 years, attended the last rugger-bugs of the season.</p> <p><u>Heath Extension Showers:</u> BW infrastructure is dated, and does not have the capacity to cope with the demand. The indicative cost for a new system is £250k, and CoL cannot commit to completing works by September 2017. Other measures, such as temporary heating, will be looked into.</p> <p>PM is still looking for volunteers to be time keepers at the Duathlon.</p>	
<b>10.</b>	<b>Setting date for upcoming meetings in 2017.</b>	
	Possible meeting dates will be circulated via email.	
<b>11.</b>	<b>Date of the next meeting</b>	
	19 <sup>th</sup> September 2016, 6.30pm, Parliament Hill Meeting Room.	

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee	27 June 2016
<b>Subject:</b> Superintendents update for June 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Bob Warnock, Superintendent	

## Summary

This report seeks input from Members a review of the arrangements for consultation, and provides an update on management and operational activities across Hampstead Heath since March 2016.

## Recommendation

Members are asked to:

- Discuss and provide feedback on the contents of this report;

## Main Report

### Consultation

1. Taking account of recent feedback from members of the public, and Members, the Superintendent invites a discussion around ensuring the Consultative Committee meetings and walks are as effective as possible in enabling the Committee to make "... representations to the Management Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect the Heath lands".
2. The past few years have been dynamic and sometimes challenging period for the Heath and its community and it is timely to reflect on this. To this end, the Superintendent would welcome Members' observations, insights and reflections on consultative arrangements.
3. In particular, the Superintendent invites consideration and feedback on the following matters:
  - Frequency of meetings and walks
  - Scheduling of meetings and walks
  - Location of meetings
  - Member input to shaping the annual reporting plan
  - Consultative Committee representations to the Management Committee.
4. In addition, the Superintendent welcomes further suggestions and initiatives to improve and enhance consultation with Consultative Committee Members and Heath users and communication between Consultative Committee Members and Heath users.

5. Having taken account of the input from Members of the Hampstead Heath Consultative Committee the Superintendent will report to the 18 July 2016 Hampstead Heath, Highgate Wood and Queen's Park Committee to inform a further discussion regarding their meeting frequency, scheduling and location of the meetings.

### **Open Spaces Bill**

6. The Bill passed its initial parliamentary stages without debate and awaits detailed consideration by a Commons Committee. It is not yet clear whether this will take place before or after the Summer Recess.
7. Two petitions were submitted against the Bill. The City Corporation successfully challenged one of the petitions before the Court of Referees (a group of MPs who assess the validity of petitions), on the ground that it was not relevant to the Bill. The remaining petition is by the Kennel Club, and seeks the application of Freedom of Information law to the anti-social behaviour powers sought in clause 12 of the Bill. Discussions are taking place with the Club to see if its concerns can be addressed. If not, the Club's petition will be adjudicated on by the Commons Committee appointed to consider the Bill.

### **Hampstead Heath Management Plan**

8. Work on the management plan is progressing in accordance with the programme outline which was presented to Committee in March 2016.
9. Stage 1, the Review Stage, has commenced with consultation with staff to capture achievements and progress made towards the actions and goals set out in the 2007 Plan. This work is currently being summarised in a progress report.
10. To ensure continuity, past members of the working groups who were involved in developing the 2007 Plan are invited to form a Management Plan Review Advisory Group. The group will capture insights from the review of progress and discuss lessons learned over the past decade.
11. These will inform recommendations around the five themes for the development of the 2018 Plan:
  - measuring progress and achievements to date;
  - reviewing the structure of the plan and associated framework for delivery;
  - refreshing the objectives, actions and goals to ensure relevance in the current and future contexts;
  - fostering a spirit of shared stewardship;
  - adopting an outcomes-based approach.
12. Workshop details are currently being finalised with a date to be set for late July.
13. Following the Management Plan Review Advisory Group workshop, a report capturing achievements, lessons learned and recommendations will be prepared, with a report to the Consultative Committee in November 2016.

14. During the autumn the Project will move forward into Stage 2 - Defining Success. This will involve a programme of activities on the Heath throughout autumn which will engage with Heath users and the wider community to capture community aspirations for the Heath now and into the future.
15. Project stages and reporting milestones;

Project Stage	Milestones for reporting to Committees	Report to Committee
1. Review	Report summarising achievements of the past decade	November 2016
	Proposals for management framework and recommendation for 2018 Plan	
2. Defining Success	Report on community engagement and proposed vision for the Heath	March 2017
3. Developing the 2018 Plan	Draft 2018 Plan	July 2017
4. Finalising the 2018 Plan	Report on consultation on proposed 2018 Plan and recommendations	March 2018
	2018 Plan submitted for approval	

### Property update

3. Hoarding has been removed from around the Lido, and the palisade installation has been completed and the services along the wall are being reinstated.
4. Flooding has occurred at the back of the Lido in the café and gym. An existing ditch around the perimeter wall has been excavated to divert water around building, and repairs to a collapsed drain are currently underway. In addition, a Consultant has been commissioned to review the Lido field drainage provisions. The Superintendent will report further to the November Consultative Committee on this matter.
5. Following recent surveys the City Surveyor is working with a Consultant to design a solution to the surfacing and drainage issues at the Kenwood Nursery Yard. This will be discussed at the June Consultative Committee walk.
6. Contractors instructed by the City Surveyor are continuing to undertake investigations in the source of the water leak at the Lido and further testing to the delivery pipework around the children's slide may be required. Lido staff are continuing to monitor water usage to confirm the extent of the leak.

### Planning

7. Athlone House - A potential new owner of the site is currently working up revised proposals, with the intention of securing planning permission before finally exchanging on the property. Revised proposals for the site now intend to retain and restore the majority of the original dwelling that existed in 1948 and a very similar footplate. Basements have also been significantly reduced although

a basement wine cellar, plant room and swimming pool are nevertheless incorporated. The proposals will also see the restoration of some of the original external features of the building including Dutch Gables and castellations to the tower. A new single storey garden room is also proposed in similar brick to the existing building as well as a new access to reduce congestion. Parking will be located close to the Gate House and new landscaping will also see the restoration of ponds and a fruit terrace.

8. Initial visual montages, from 7 locations around Athlone House, suggest that the visual impacts of the new scheme will be significantly reduced compared to the previous schemes. Notwithstanding this it has also been agreed that an additional view of the proposals, from within the Heath itself, will also be considered. A Basement Impact Assessment, Tree Report and Construction Logistics Plan will also be submitted with the application in June 2016. The construction period is likely to be approximately 21 months – subject to planning consent. The Superintendent is making arrangements for the applicant to make a presentation of the proposals to the Consultative Committee.
9. Water House - The applications (ref. 2011/4390/P) were presented to the London Borough of Camden's Planning Committee on 7 April 2016. In advance of the meeting further detailed drainage comments, were submitted to demonstrate that the proposed drainage strategy is flawed. However, these reports were not considered by Officers in advance of the Committee Meeting. Despite making a further verbal representation at the Committee meeting to strengthen the reasons for refusal in terms of both trees and drainage the Committee decided not to make any changes. The application was, nevertheless, refused based on the original six reasons for refusal. The applicant has until 11 October 2016 to submit an appeal to the Planning Inspectorate.

### **Open Spaces Learning Team**

10. The Learning Programme has successfully delivered a new operating model and was successful in securing £400,000 over 3 years from City Bridge Trust. The new operating model has provided a strategic focus for learning through creating a single programme of work managed at a Departmental level. Through this operating model, the programme will be able to deliver increased opportunities for learning, volunteering and play across all the open spaces.
11. Recruitment of the new team across the Department has been a main focus of the programme between January-March 2016 and appointments have been made to all roles based on Hampstead Heath. A variety of internal and external appointments has resulted in a very high calibre team with a variety of specialisms, experiences and skills.
12. The Team is currently focused on developing more detailed project plans, engaging with the local communities we aim to work with, and developing the evaluation and monitoring framework. On Hampstead Heath, the Learning Team will be delivering:



- New natural play based sessions at the Clubhouse (previously the adventure playground) to help build understanding and confidence for young people.
  - New natural play based sessions at the One O'clock Club to support under-5s in developing confidence and wellbeing outdoors.
  - High quality sessions to primary schools at the Education Centre to increase understanding of our open spaces.
  - New curriculum focused sessions to engage with secondary schools to increase knowledge and involvement with our open spaces.
  - Successful 'ponds education project' sessions to contribute to the knowledge of our open spaces.
  - New 'wild play' sessions on the Heath aiming to engage under-5s and their parents with the natural environment through developing confidence and connection with both parents and their children.
  - New work with young people on skills development, increasing involvement and connecting with nature.
13. The new programmes at the Clubhouse and One O'clock Club were launched in the May half term and school sessions continue at the Education Centre. Our new wild play sessions and work with young people will begin in the summer holidays and autumn school term respectively.

### **Heath Hands 2015/16 Update**

14. There are currently 144 active volunteers (with around 75% partaking in conservation tasks and around 15% in the Wild about Hampstead Heath Project). During 2015/16 there were 57 new volunteers recruited. Of these 77% have continued to volunteer.
15. 1,000 monthly volunteer hours has been achieved, a first in the history of Heath Hands.
16. The Hive continues to be well used for weekly sessions and training. Wild about Hampstead Heath sessions have continued throughout the winter, and activity levels are now picking up with the improving weather. Volunteer recruitment and retention of volunteers is a challenge for the Team.
17. Volunteer led conservation sessions have been launched at Whitestone Garden and in the Kenwood Education Garden. Other volunteer led projects are: hedgehog and reptile monitoring; invasive species control sessions, and a camera trapping project.
18. Heath Hands now offers conservation volunteering 7 days a week. The addition of Sunday sessions has been very positively received, although attendance has been low so far.
19. An annual volunteer opinion survey was launched in April, along with a new updated website. The social media presence of Heath Hands is increasing and a monthly e-newsletter has been successfully launched.

### **Hampstead Heath Viewpoint sign**

20. Following discussion with the Members of the Hampstead Heath Consultative Committee in March 2016, artwork for the new skyline view point sign at Parliament Hill has been produced in conjunction with the Heath & Hampstead Society. The Project Team have finalised the statement acknowledging the donation by the Heath & Hampstead Society. The sign will be produced to replicate the design of the existing sign. From receipt of the order the production is expected to take approximately 6-8 weeks.
21. The Heath Ranger Team are finalising arrangements for removal of the current panoramic sign and installation of the replacement. This integrates with the landscape improvement works currently underway at the summit of Parliament Hill.
22. The panoramic sign will include a QR code that will direct visitors to a dedicated page on the City of London Corporation website with general information about the historic view as well as a link to the Heath & Hampstead Society website.

### **Benches**

23. Work on the memorial bench project continues with mapping completed across Parliament Hill Fields, Golders Hill Park, Heath Extension, Vale of Health and East Heath.
24. Work has commenced on updating records and contact details for memorial benches, with historic paper records being transferred to a bench sponsorship database.
25. The memorial bench scheme on the Heath continues to be oversubscribed with the waiting list currently containing 115 requests for a memorial bench with a waiting time of up to 10 years.
26. While the work continues, the Superintendent is proposing the waiting list is closed pending a more detailed report and recommendations to the Consultative Committee in November 2016.

### **Events**

27. The Hampstead Heath Whitsun Bank Holiday fair (28-30 May) was well attended, and feedback from members of the public attending was positive, despite the inclement weather.
28. The Parliament Hill Athletics Track hosted the Highgate Harriers Night of the 10k Personal Bests on 21 May. This event was the Men's and Ladies' trial for the Rio Olympics. The event was well attended and a great success. Live footage of the races was streamed over the internet.

## **Conservation**

29. The Superintendent will provide an update on the Cross Country restoration works at the meeting.
30. The Landscape Improvements to the Swains Lane entrance have been completed.
31. The Superintendent welcomes further feedback on the proposal to re-site the fencing approaching South End Green as discussed at the June Committee walk.

## **Projects**

32. The Superintendent will provide an update on current Projects.
  - Sports
  - Energy & Efficiency
  - Working Arrangements

## **Proposed Reports Agenda for November 2016 Hampstead Heath Consultative Committee**

33. The Superintendent invites feedback from Members regarding the proposed report agenda for the November 2016 meeting of this Committee.
  - Superintendents update
  - Management Plan Progress Report
  - Ponds Project Report
  - Proposed Hampstead Heath Memorial Bench Policy
  - Proposed East Heath car park surfacing and drainage plan
  - Lido field drainage proposals
  - Kenwood Yard surfacing and drainage proposals
  - Cafes outcomes from consultation
  - Proposed Fees & Charges
  - Review of Summer Events Programme
  - Review of the Annual Work Programme & the proposed 2017 Work Programme

## **Bob Warnock**

Superintendent

Open Spaces Department

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	27 June 2016
<b>Subject:</b> Update on the Parliament Hill, Golders Hill Park and Highgate Wood Café Project Programme	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report Authors:</b> Bob Warnock & Richard Gentry, Open Spaces Dept.	

## Summary

Whilst two of the five available three-year café leases have been awarded to successful bidders, the company that had been awarded the lease for the remaining three cafés decided to withdraw in response to strong local concern.

At a meeting held on 16 May 2016, The Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) agreed for leases to be offered to the existing proprietors of these three cafés until 12 January 2018. This will allow time for a public consultation with local residents and visitors to Hampstead Heath and Highgate Wood, which will then inform an Options Appraisal to guide future decisions on these café leases.

Throughout this process the respective Consultative Committees will be fully involved at each stage.

## Recommendations

Members are asked to:

- 1) Note the minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 16 May in relation to the update on café leases.
- 2) Discuss and make recommendations, providing further input to a consideration of the draft guiding principles that are relevant to the provision of café facilities at Hampstead Heath and Highgate Wood.
- 3) Consider and make recommendations with regard to the undertaking of a public consultation to inform an Options Appraisal to guide future decisions on the café leases.
- 4) Consider and agree with the establishment and membership of a Café Working Party (CWP) (paragraphs 22-24).

## **Main Report**

### **Background**

1. The tendering of the café leases across Hampstead Heath, Highgate Wood and Queen's Park is an identified project within the Open Spaces Department Business Plan 2015/16 – 2017/18. The policy for the provision of refreshment facilities, as set out in the Hampstead Heath, Highgate Wood and Queen's Park Management Plans, remains unchanged. A report of the Open Spaces Business Plan 2016 – 2019 will be presented to this Committee at this meeting. Within our Departmental objectives our key actions in regard to the café project are to: Deliver our Programmes and Projects, some of which will contribute towards the three-year savings programme.
2. On 7 March 2016 the Hampstead Heath Consultative Committee (HHCC) received a report on the North London Open Spaces Café Tender Process. The purpose of the report was to inform and update HHCC Members on the process and progress with regard to the retendering of the Hampstead Heath cafés at Parliament Hill Fields, Parliament Hill Lido and Golders Hill Park.
3. On 14 March 2016, the HHHWQPC received a report on the recommendations for awarding leases for the five cafés, each being for a three-year term. After lengthy discussion and careful consideration, the Committee voted on the award of each lease.
4. On 4 April 2016, two petitions were handed to 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). Copies of the petitions were also delivered to Benugo's Head Office.
5. On 6 April, a public meeting was held to discuss the Parliament Hill Café. The meeting was attended by the Chairman of the HHHWQPC and the Director of Open Spaces. Over 200 people were in attendance, including the lead petitioners, Sir Keir Starmer QC MP and the existing proprietors of the Parliament Hill, Golders Hill Park and Highgate Wood Cafés. The meeting was chaired by Councillor Sally Gimson. After statements from a lead petitioner, Sir Keir Starmer QC MP and the Chairman, Councillor Gimson invited questions from the floor and the City of London Corporation was asked to respond.
6. The public meeting challenged the process the City Corporation had undertaken, particularly what was considered to have been a lack of consultation with Heath users, and asked that the existing proprietors be permitted to continue to operate the facilities. The petitioners advised that the petitions had grown to 13,500 and 11,000 signatures respectively, and there was a request to engage with the City Corporation to find a solution.
7. At the end of the meeting, the City Corporation was asked to halt the process and to instruct Solicitors to stop work on the agreements, instead using the time to rethink and consult, as well as to meet with the lead petitioners. Having listened carefully to the concerns raised, the Chairman and Director agreed to take this request back to the City Corporation.

8. On 7 April, Benugo withdrew their bid for the three leases for cafés at Parliament Hill, Golders Hill Park and Highgate Wood.

## **Current Position**

9. In respect of the Parliament Hill Fields Lido Café, the lease awarded to Tara Kingsley (Digital Heroes) for Parliament Hill Fields Lido Café has been well received locally and the lease is currently being finalised. There are works the City Corporation needs to undertake at the Café, which are being arranged in conjunction with the City Surveyor. In the short term, Tara Kingsley is making temporary arrangements to provide refreshments to Lido and Heath users.
10. In respect of the three cafés at Parliament Hill, Golders Hill Park and Highgate Wood for which Benugo withdrew their bid, the Superintendent and the Constabulary & Queen's Park Manager following the public meeting, met with two of the lead petitioners at Golders Hill Park. The proposed way forward and outline proposals under development were discussed. This meeting was constructive and the petitioners were supportive of the City Corporation's proposals for public consultation with Hampstead Heath and Highgate Wood users.
11. The Chairman, the Director of Open Spaces and the Superintendent met five of the petitioners on 12 May.
12. The views of the HHHWQPC were sought with regard to the City Corporation's short-term options for the café facilities at Parliament Hill, Golders Hill Park and Highgate Wood. This was to allow time for further discussion and input from the Consultative Committees prior to undertaking a public consultation and Options Appraisal.
13. Members considered the recommendation to award interim leases to the current incumbents of the three cafés with a view to ensuring that the eventual leaseholders could take possession during February 2018. The HHHWQPC agreed to permit the City Surveyor to negotiate with the existing incumbents of the three cafés to renew each lease on the same principal terms as in the existing leases, with rent to be increased in line with inflation on a term expiring on 12 January 2018, in order to give time to consult the public and for Officers to prepare an Options Appraisal for each café.
14. This option provides a degree of security both to the proprietors and the City Corporation in the short term, while allowing time to complete the consultation and undertake the Options Appraisal.
15. It was agreed that Members of the Highgate Wood Joint Consultative Committee (HWJCC) be invited to attend the HHCC meeting on 27 June, to discuss the guiding principles. The Superintendent will also consult Members at this meeting about the proposed public consultation. Members of the two Consultative Committees will also be invited to nominate and agree their representatives to the CWP (see paragraphs 24-28 below).
16. The HHHWQPC suggested that criteria weightings should be established as the CWP consider the outcomes from the consultation process. Any future scoring / evaluation methodology will be weighted to reflect the guiding principles.

## The Way Forward

17. The Consultative Committees are now asked for their input on the guiding principles for the refreshment facilities.

18. The guiding principles adopted should be in the best interests of the Hampstead Heath charity and the Highgate Wood and Queen's Park Kilburn charity, and should further or support their charitable purposes (see paragraph 38 below). This would include criteria that help to preserve the environment, or improve the visitor experience, or enhance the reputation of those charities. At the same time, the City Corporation has a fiduciary duty to ensure that assets are properly managed in the financial interests of those charities. Rent from the café leases is entirely reinvested in Hampstead Heath and Highgate Wood as a vital contribution towards the cost of maintaining, protecting and conserving these Open Spaces for the public to enjoy.

19. It is therefore suggested that the guiding principles should include:

- Ensuring high and consistent food quality.
- Maintaining affordability of food and drinks.
- Demonstrating the added value the cafés offer to the community, the Open Spaces, and their visitors. This could include supporting community events, employment of local staff, and providing support to the Open Spaces Learning Team to deliver the Learning Programme, (ideas for this will be developed following the consultation).
- Ensuring sufficient capacity to cope with seasonal demands at the facilities.
- Ensuring both fair trade and locally sourced food are provided.
- Ensuring that menus offer variety for all users.
- Ensuring that staff are paid at or above the London Living Wage.
- Ensuring high Food Hygiene Rating Scheme scores are obtained and displayed publicly at the café facilities.
- Demonstrating recycling, energy efficiency and other environmental initiatives to reduce their impact on the environment.
- Demonstrating compliance with the City of London Responsible Procurement Strategy to procure value-for-money services.

20. In addition to the above principles, Members of the HHHWQPC also suggested the importance of the following:-

- Mechanisms to measure customer satisfaction.
- Knowledge of the local community.
- Community cohesion.
- Acceptable food hygiene rating (rating not below 4).
- Promotion of healthy eating.
- Provision of a safe, relaxed and familiar environment.
- SME Businesses.



21. In addition to the guiding principles, the consultation should explore visitors' views on such topics as:

- Offering healthy food and drink choices, children's menus, "grab & go" options and a selection of main dishes.
- The 'feel' of each location, as demonstrated by the café layout, décor and the availability of external seating, taking into account each site's location within the Open Space.
- Consideration of new refreshment facilities at additional locations, either on a permanent or seasonal basis.
- The quality of service, service speed and style.
- The hours of business.

22. Following discussion and input from the Consultative Committees, the Superintendent will provide a further report to HHHWQPC Members at their meetings on 18 July and 12 September. The consultation will continue until October 2016, to ensure the results are available for the November Consultative Committee meetings.

23. A Stakeholder communication plan will be developed to ensure that there is consistent and clear communication with Hampstead Heath (including Golders Hill Park) and Highgate Wood visitors throughout the process.

24. In developing the process, two consultancy companies will be appointed. One will assist with the public consultation and at a later date another will be appointed to provide specialist catering advice.

### **Café Working Party**

25. It is recommended that the public consultation for all three leases should be co-ordinated by a CWP, which will be chaired by the Superintendent. Terms of Reference (ToR) for the CWP will be prepared by the Superintendent, for discussion and input from the HHCC and HWJCC on 27 June. The CWP will work to the proposed outline programme and within the guiding principles, once they have been established.

26. Through the Superintendent, the CWP will report to the HHCC, HWJCC and the HHHWQPC. It is proposed that membership of the CWP is as follows:

- The Superintendent of Hampstead Heath (Chair).
- Chairman of the HHHWQPC, or their representative.
- 2 Members of the HHCC.
- 1 Member of the HWJCC.
- The Constabulary & Queen's Park Manager.
- Hampstead Heath Business Manager.
- A Category Manager from the City of London Procurement Service.
- A representative from the lead petitioners.

27. The HHHWQPC recommended that an additional representative of the Golders Park Café be appointed, preferably from amongst the HHCC membership or, failing that,

from amongst the petitioners. Members of the public will be admitted to these meetings; this has been reflected in the draft ToRs.

28. Where necessary, the CWP will have access to support from the City Surveyor, Chamberlains, Comptroller & City Solicitor and specialist Consultants.

29. The creation of a CWP with representation from the HHHWQPC and the HHCC and HWJCC would enable a methodology for the appointment of leaseholders to be established following appropriate consultation.

### **Timeline for consultation**

30. The Superintendent will present the outcomes from the public consultation, which will inform an Options Appraisal and a further report to the HHCC, HWJCC and HHHWQPC.

31. The programme of consultation and reporting is set out in Appendix 1.

### **Corporate & Strategic Implications**

32. The City of London Corporate Plan has three strategic aims. The delivery of this Project will meet one of those aims: provide valued services such as employment, culture and leisure, to London and the nation.

33. The City of London sets out three core values in its Corporate Plan. The delivery of this Project will aim to: provide services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation. The City of London Corporate Plan vision and strategic aims include; KPP2 Improving the value for money of our services within the constraints of reduced resources and KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.

34. The delivery of this Project meets with the Open Spaces Business Plan Departmental Objective – Embed financial sustainability across our activities by delivering identified Programmes and Projects.

### **Implications & Risks**

35. **PR implications** – A communications strategy will be developed with the Communications Team and the CWP to keep Hampstead Heath and Highgate Wood visitors informed and engaged throughout the consultation. There is a potential for further negative publicity but a media handling plan is in place.

36. **Legal Implications** – The City Corporation holds Hampstead Heath in trust for the Hampstead Heath charity and Highgate Wood for the Highgate Wood and Queen's Park Kilburn charity. The purposes of both charities involve the preservation of their respective Open Spaces for the recreation of the public. The City Corporation has statutory powers to provide refreshments to the public and to arrange for those refreshments to be provided by some other person on such terms as it sees fit.

37. In its capacity as Trustee, the City Corporation must always act in the best interests of the charity concerned. When leasing land or property belonging to a charity, the City Corporation must ensure that the terms are the best that can reasonably be obtained for the charity. However, any decision taken must also further or support the charity's purposes. The City Corporation is entitled to take into account any impact a decision may have on the beneficiaries of the charity and on public support for the charity.

38. **Financial Implications** – There is a risk that the Service Based Review savings identified for 2017/18 will not be achieved through generating additional income via the café leases. Consequently, the Superintendent may need to identify additional sources of income, or further efficiency measures.

39. The cost of engaging Consultation and a Catering Consultants will be met from the Superintendent's Local Risk Budget.

## **Conclusion**

40. The agreement of the lease extensions to the existing proprietors will ensure the City Corporation continues to provide catering facilities, while maintaining a vital income stream that contributes towards the cost of managing the Open Spaces at Hampstead Heath and Highgate Wood. Taking account of the discussions around the draft guiding principles, this will allow time to undertake both full consultation with the Consultative Committees and a public consultation. The outcomes from the consultations will inform an Options Appraisal to guide future decisions on these café leases.

## **Appendices**

- Appendix 1 – Proposed Outline Programme.
- Appendix 2 – Proposed Terms of Reference for the Café Working Group

## **Background Papers**

- City of London Responsible Procurement Strategy.
- Update on the Parliament Hill, Golders Hill Park and Highgate Wood Café leases, HHHWQP committee, 16 May 2016.

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## Appendix 1 - Proposed Outline Programme

Activities			Dates	
			Start	End
1	HHMC	Agree to award an 18 month lease to current proprietors	16/05/2016	
2	HHMC	Consider the guiding principles that will inform the tender process	16/05/2016	
3	HHMC	Agree to undertake a public consultation to inform an Options Appraisal	16/05/2016	
4	HHMC	Agree HWJCG to attend HHCC meeting 27/06/16	16/05/2016	
5	HHMC	Agree establishment and membership of CWG	16/05/2016	
6	HHMC	Instruct Supt. to appoint a Consultation and Catering Consultant	16/05/2016	
7	HHCC & HGWCG	Discuss and consider guiding principles	27/06/2016	
8	HHCC & HGWCG	Discuss ToR for CWP	27/06/2016	
9	HHCC & HGWCG	Appoint Members to the CWG	27/06/2016	
10	HHCC & HGWCG	Discuss approach to visitor consultation	27/06/2016	
11	HHMC	Supt to provide update on guiding principles and approach to visitor consultation	04/07/2016	
12	CWG	Establish CWG	04/07/2016	
13	CWG	Commission visitor and user consultation	04/07/2016	
14	USERS	Consult widely with visitors	18/07/2016	14/10/2016
14	CWG	Analyse consultation feedback and prepare summary report	15/10/2016	31/10/2016
15	HHCC & HGWCG	Receive summary report from CWG	07/11/2016	09/11/2016
16	HHCC & HGWCG	Discuss feedback from visitors consultation	07/11/2016	09/11/2016
19	HHMC	Supt to update Members on project progress	21/11/2016	
20	CWG	Take account of HHCC, HWJCG and HHMC feedback	01/11/2016	31/12/2016
21	USERS	Feedback following the consultation	01/11/2016	31/12/2016

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# Hampstead Heath

Registered Charity

Hampstead Heath  
Highgate Wood  
Queen's Park

## Terms of Reference Café Working Party

**Name of the Group:** Café Working Party (CWP)

**Terms of Reference:** June 2016. Version 1

### 1. Purpose / Role of the Group

- a. The creation of a Cafés Working Party with representation from the HHHWQPC and Hampstead Heath and Highgate Wood Consultative Committees will enable a methodology for the appointment of long-term leaseholders to be established through appropriate consultation.
- b. The Café Working Party will make recommendations that informs the HHHWQPC and the HHCC with the decision making process.
- c. The CWP will co-ordinate the consultation process with users and non-users of the North London Open Spaces Cafes.

### 2. The aims of the group will be to:

- Develop guiding principles for the consultation process
  - Inform the decision making process of the HHHWQPC and the HHCC
  - Agree on actions to progress with matters concerning the consultation process for the cafes project
- a. The group will be empowered to discuss issues, problem solve and agree actions.
  - b. Consideration at all times will be given to the relevant legislation affecting the management of the NLOS Division, including the Hampstead Heath Act 1871 and the Highgate and Kilburn Open Spaces Act 1886.
  - c. The guiding principles adopted should be in the best interests of the Hampstead Heath charity and the Highgate Wood and Queen's Park Kilburn charity.
  - d. Views and opinions of each member is of equal value.

### 3. Membership of the Group

- a. The group will be represented by members of the North London Open Spaces (NLOS) SMT the NLOS Supervisor, this will include:
  - The Superintendent of Hampstead Heath (Chair)
  - Chairman of the HHHWQPC, or their representative.
  - 2 Members of the HHCC.
  - 1 Member of the HWJCC.
  - The Constabulary & Queen's Park Manager.
  - Hampstead Heath Business Manager.
  - A Category Manager from the City of London Procurement Service.
  - A representative from the lead petitioners.
  - A representative for Golders Hill Park.
- b. Public would be permitted to attend the meetings. Internal stakeholders may also be required to attend. Where necessary, the CWP will have access to support from the City Surveyor, Chamberlains, Comptroller & City Solicitor and specialist Consultants.

#### **4. Accountability**

- a. The CWG will report back to the HHHWQPC and the HHCC.

#### **5. Working Methods / Ways of Working**

- a. The meetings will exemplify the City of London's Core Values: The best of the old with the best of the new; The right services at the right price; and working in partnership.
- b. An agenda will be agreed in advance of the meeting with specific subjects remaining as fixed agenda items.
- c. Meetings will be held on a Monday evening, starting at 6.00pm on dates to be agreed.
- d. Meetings will be held at a location to be agreed in advance by the meeting organiser.
- e. The meetings will chaired by the Supt. of Hampstead Heath. Meetings will be organised by the Café Projects Officer (Constabulary and Queen's Park Manager).
- f. Minutes of the meetings will be taken and minutes will be available to the CWP within 7 working days of the meeting date. Where necessary, relevant papers, e.g. Committee Reports will be circulated in advance of meetings for review.
- g. Minute taking at the meetings will be supported by the Superintendent's PA. Minutes will be captured as Action Minutes with actions captured and who is responsible for completing the action.



- h. There may be occasions when matters discussed are of a confidential nature and this must be respected and adhered to by all attendees and participants.

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	27-06-2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	18-07-2016
<b>Subject:</b> Cross country pilot on the Hampstead Heath Extension	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Declan Gallagher, Open Spaces Department	

## Summary

This report sets out a request, received from London Heathside to use the Hampstead Heath Extension, for a young athletics cross-country race in 2016/17.

Following collaboration between London Heathside and Officers from the City of London Corporation a proposal and race route, which meet the guidance set out in the Hampstead Heath Management Plan has been draw up.

## Recommendations

It is recommended:

- That the views of the Hampstead Heath Consultative Committee are received on the proposal to hold a pilot event at the Heath Extension in the 2016/17 season, as set out in Option A.
- That the Hampstead Heath, Highgate Wood and Queen’s Park Committee approve the proposal to hold a pilot event at the Heath Extension in the 2016/17 season, as set out in Option A.

## Main Report

### Background

1. Hampstead Heath hosts a number of cross-country running events throughout the year, these range from small local races to large Southern and National events. In addition, the Heath hosts the Camden School Association cross-country event and a weekly 5K Parkrun.

### Current Position

2. At the Hampstead Heath Sports Advisory Forum (HHSAF) meeting on 02-02-16, it was agreed that the Operational Services Manager would meet with members of London Heathside on site to discuss the possibility of holding a young athletics

cross-country race in the 2016/17 season. A site meeting took place on 30-03-16, and following this a proposal and race route was circulated by London Heathside to the HHSFAF on 09-05-16.

3. At the HHSFAF meeting on 16-05-2016 constructive discussion and debate took place regarding the proposal. The HHSFAF were supportive of a pilot event taking place on the Heath Extension, subject to a route being identified that met the guidance set out in the Hampstead Heath Management Plan, and which was agreed on by both the Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood and Queens' Park Committees.
4. The Hampstead Heath Management Plan 2007-17 had designated three sports areas: Parliament Hill (Sports Area A), a section of the Heath Extension (Sports Area B) and the northern side of Golders Hill Park (Sports Area C) (see Appendix 2).
5. The Management Plan sets out 8 criteria which must be fulfilled to allow sport to take place outside of the designated sports areas:
  - i. The new sport or relocation of an existing sport is recommended by the Sports Advisory Forum following an assessment of perceived demand.
  - ii. The sport cannot be accommodated within one of the Sports Areas.
  - iii. There is no significant detriment to the general public's enjoyment of the Heath.
  - iv. There is no significant threat to the natural Heath.
  - v. The practice of the new sport or new location does not expose the City of London to a material risk of criminal or civil liability, and is permitted by the City's insurers.
  - vi. The adverse impact, if any, on established informal sport in the relevant area must be outweighed, in the view of the Sports Advisory Forum, by the demand for, and public benefit of, the new or relocated sport.
  - vii. It is consistent with good turf management practice.
  - viii. No permanent structures are needed by the sport in question.
6. The proposed cross-country route is not contained within the footprint of the designated sports area on the Heath Extension. The southern part of the route does not meet criteria iv (above), as it passes through an area of species-rich grassland (see Appendix 4) containing for example, lady's bedstraw, musk mallow and meadow brome. Combined with other plants present, such as black knapweed and ox-eye daisy the area provides important habitat for butterflies, bees and other invertebrates.

## **Proposals**

7. Part of the area crossed by the proposed route is used for a long-term experiment looking at different cutting regimes in order to assess which is best for

nature conservation. A cross-country run over this area will negatively impact upon this experiment. The proposed route will also have an impact on various trees at the northern end of the course. Heavy footfall will lead to compaction and possible direct damage to surface roots of the adjacent trees.

8. The Operational Services Manager and the Highgate Wood, Conservation and Trees Manager have put forward a slight amendment to the proposed route that will ensure there is no permanent damage caused to the Heath Extension. The new revised route will utilise the cricket outfield, football, rugby pitches and bridle way, avoiding the species rich grassland and impact on tree roots (see Appendix 3, and 4).

## Options

9. Option A – Members are asked to consider holding the event on the Heath Extension as a pilot, using the route identified in Appendix 3 that will ensure no permanent damage is caused to the Heath Extension. **This is the preferred option, and is supported by the HHSAF.**
10. Option B – Members are asked to consider adding the event, as an additional cross country race on the main body of the Heath, using an established course taking into account the capabilities and requirements of young athletes.

## Corporate & Strategic Implications

11. The event supports The Corporate Plan 2015-19 KPP4 *“increasing the outreach and impact of the City’s cultural, heritage and leisure contributions to the life of London and the nation”* / draft Open Spaces Business Plan 2016-2019 key action *“improve the health and wellbeing of the community through access to green space and recreation”* / draft Open Spaces Sport and Physical Activities Framework *“encourage participation in formal and informal recreation to enable healthy and active lifestyles”*.
12. The Sports chapter of The Hampstead Heath Management Plan: Towards a plan for the Heath 2007-2017 sport overriding objective states to *“Work collaboratively in maintaining and developing the existing sports facilities and activities in response to changing demands ensuring appropriate provision for all sections of the community”*.

## Implications

13. Athletes and spectators will be encouraged to use local transport to travel to the venue, as there is limited adjacent off street parking, as to not impact upon neighbouring residents.
14. Refreshment arrangements will be provided by the event organiser and will be removed from site at the earliest opportunity after the event.

15. There may be temporary damage along the edge of the football and rugby pitches and reasonable contributions for any restoration works required following the event, will be met by the event organiser.

16. The City will enter into a licence agreement with the event organiser.

## **Conclusion**

17. Careful monitoring will be under-taken to ensure that the Heath landscape and wildlife are protected, and that local residents and Heath users are not unnecessarily impacted upon.

18. It is widely acknowledged that Hampstead Heath is the home of cross country running in England. This event will contribute to the health and wellbeing of younger cross-country runners.

## **Appendices**

- Appendix 1 - Proposal from London Heathside to use the Hampstead Heath Extension for a young athlete's cross-country race in 2016/17
- Appendix 2 - Hampstead Heath Management Plan – Sports facilities & Areas
- Appendix 3 - Amended cross-country route
- Appendix 4 - Hampstead Heath Management Plan – Broad Habitat Types

## **Background Papers**

- Hampstead Heath Rugby Club request for a third rugby pitch:- Hampstead Heath
- Consultative Committee, (03-11-2016) and Hampstead Heath, Highgate Wood and Queen's Park Committee, (24-11-2014).

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## Appendix 1

### A proposal by London Heathside use the Hampstead Heath Extension

Cross country running and racing has seen a substantial growth in competitors over the past five years as evidenced by the size of the fields in both the Southern and National Championships held on Parliament Hill. There is a need to diversify the number of available courses to ensure that the existing courses in London are not over used.

Hampstead Heath Extension is potentially a very popular venue considering its location, existing facilities and its existing designation as a sports area.

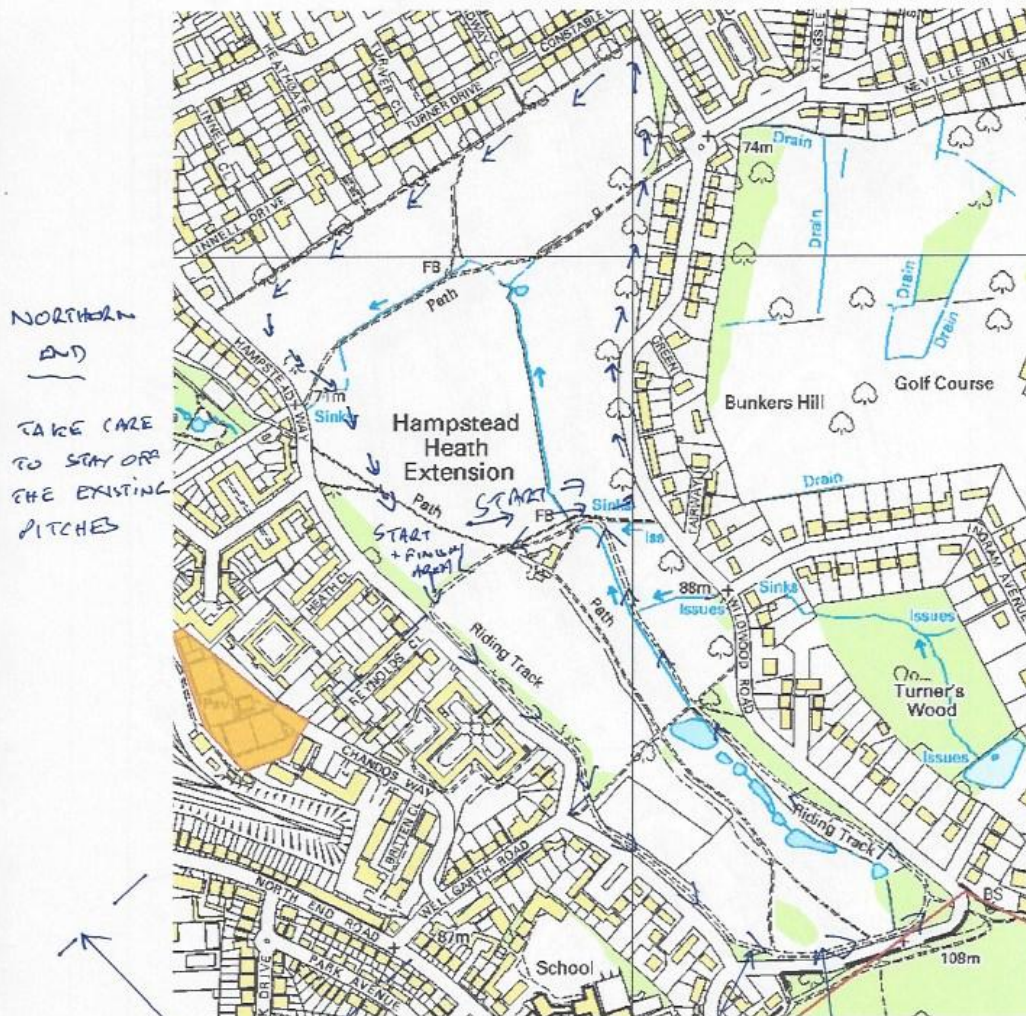
The proposal is to run a test event during the 2016/17 cross country season involving the North West Young Athletes League (est. circa 50/55 years) for young athletes aged 10-16. The format at a league match is as follows

Race	Average no of competitors	Course length
U11 girls	50	1500m
U11 boys and U 13 girls	120	2000m
U13 boys and U15 girls	60	3000m
U15 boys and U17 girls	40	3800m
U17 boys	20	4700m

The competing clubs include:

- Cookham AC
- Dacorum and Tring
- Ealing and Southall
- Harrow AC
- Highgate Harriers
- London Heathside AC
- Queens Park Harriers
- Shaftesbury Barnet Harriers
- Thames Valley Harriers
- Trent Park Running Club

A map showing the proposed course is attached. The exact start/finish and loops used for each of the races to be decided after consideration of this proposal.



NORTHERN  
END

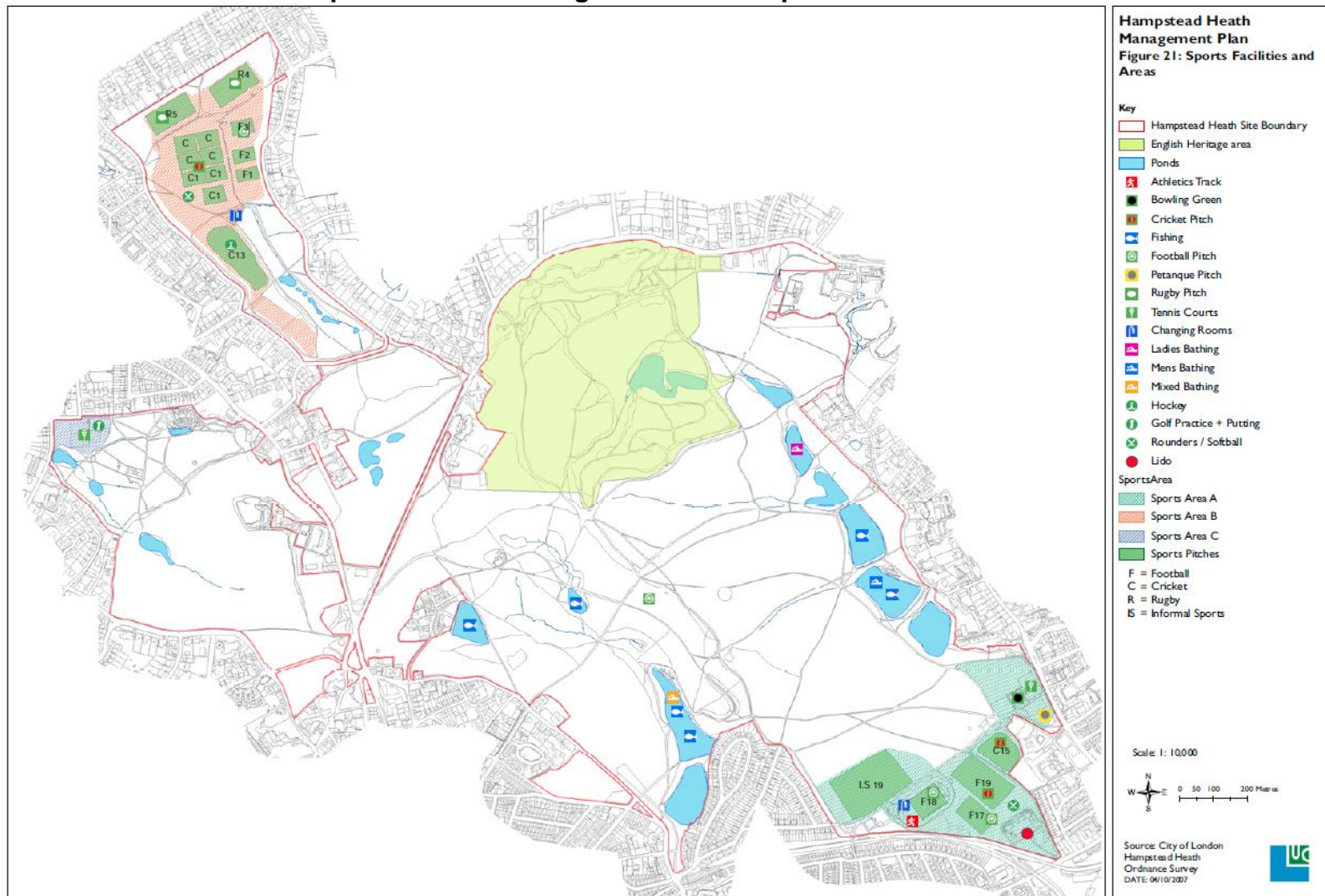
TAKE CARE  
TO STAY OFF  
THE EXISTING  
PITCHES

This part of the riding track  
is badly maintained and so  
may need to run on the field  
for this portion

Southern end of course to  
use the riding track



## Appendix 2 Hampstead Heath Management Plan – Sports facilities & Areas



Appendix 3  
Amended cross-country route incorporating Bridle Way





# Appendix 4 Hampstead Heath Management Plan – Broad Habitat Types

Page 51



**Hampstead Heath  
Management Plan**  
**Figure 18: Hampstead Heath  
Broad Habitat Types**

- Key**
- Hampstead Heath site
  - x boundary Scattered scrub
  - Scattered trees
  - +— Defunct hedge
  - Hedge with trees
  - Hedge without
  - trees Heather
  - planting Buildings
  - Amenities or improved
  - grassland Bare ground
  - Coniferous
  - woodland
  - Continuous scrub
  - Marsh / marshy
  - grassland Open water
  - Semi-natural broad-leaved woodland
  - Species-poor semi-improved grassland
  - Species-poor unimproved grassland (acid and neutral types)
  - Species-rich semi improved
  - grassland Tall ruderal
  - Acidic flush

**Note:** These habitats have been mapped from aerial photographs, previous surveys and ground truthing.



Scale: 1: 15,000



Committee(s):		Date(s):
Hampstead Heath Consultative Committee	For Discussion	27 June 2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee	For Decision	18 July 2016
Subject:		Public
Management Work Plan for Small Tumulus Field		
Report of:		For Discussion
Superintendent of Hampstead Heath		
Report Author:		
Meg Game, Ecologist		

## Summary

This report presents a detailed work plan for managing Small Tumulus Field, one of the ecologically most interesting of the Parliament Hill fields. Suggested long-term management includes creating and maintaining varied scrub habitat by rotational coppicing of selected bramble and tree saplings. Several potentially invasive native plants are present and these will be managed. The most troublesome is common hogweed; monthly mowing has not stopped it spreading, and an alternative approach will be tried.

## Recommendation(s)

It is recommended that:

- The Hampstead Heath Consultative Committee be invited to submit their views on the management plan for this area of the Heath.
- The views of the Hampstead Heath Consultative Committee be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee.
- The Hampstead Heath, Highgate Wood and Queen's Park Committee agree the proposals, set out in Appendix 1 of this report.

## Main Report

### Background

1. Management Work Plans review the history and ecology of specific parts of the Heath and detail the management required to maintain and improve the area concerned. This is the fifteenth such plan to be produced, and covers Small Tumulus Field, opposite the Men's Pond in Parliament Hill Fields.

## **Current Position**

2. Small Tumulus Field is ecologically one of the most interesting of the fields in the Parliament Hill area, being important for birds, probably invertebrates, and flora to a lesser extent. It is flanked on two long sides by Hedges 1 and 2, and the bushy edges of these form unusually good scrub and 'woodland edge' habitat, where there is a gradation from trees to scrub to long grass. Such habitat provides the vegetation and vegetation structure required by many of our smaller birds for feeding, nesting and roosting. Patches of bramble within the Field add to the important structural variety.
3. Although not rich in flora, Small Tumulus Field contains a greater diversity of plants than many of the Parliament Hill Fields. The sward does include several invasive species, most of them native, such as creeping thistle and ragwort. These too can be ecologically important, e.g. providing nectar for bees and butterflies, but can dominate other vegetation if not managed. The most troublesome of these is common hogweed which, despite attempts to control it, is spreading quite rapidly.

## **Proposals**

4. The plan details the tasks required to maintain the field, such as grass mowing and cutting back invasive plants. It also describes management which is needed to stop the valuable scrub habitats turning into woodland and to increase their structural diversity. This includes coppicing or removing tree saplings and several small trees, and cutting bramble on a long rotation.
5. Appendix 1 to this report presents the proposals in full. Figures 3 and 4 in the plan display a visual summary of the suggested work.

## **Implications**

6. The City has a legal duty under the Hampstead Heath Act 1871 to maintain the natural aspect of the Heath. There is a reputational risk in not pro-actively managing the natural aspect of the Heath. Left unchecked the mosaic of diverse habitats for which the Heath is renowned would be lost.
7. Activities included within the management work plan will be undertaken using the Heath local risk budgets.
8. The proposals link to the theme in the Community Strategy to protect, promote and enhance our environment. They also link to the Open Spaces Department Plan through the Strategic Aim to 'adopt sustainable working practices, promote the variety of life (biodiversity) and protect the Open Spaces for the enjoyment of future generations', and the Improvement Objective to 'ensure that measures to promote sustainability and biodiversity are embedded in the Department's work'.
9. These works also fulfil Essential Actions in the Part 1 Management Plan, including to retain and enhance the Heath's habitats and natural resources to enable continued quiet enjoyment and appreciation of the natural world by its visitors.

## **Conclusion**

10. A ten-year work plan is presented for Small Tumulus Field. The tasks required to maintain and enhance the area for ecology and enjoyment of the natural world will feed into the annual work programmes for the appropriate years. Management work plans are subject to review at the end of the 10-year period and sooner if unforeseen events occur.

## **Appendices**

- Appendix 1 – Small Tumulus Field Management Work Plan

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## Appendix 1

### Small Tumulus Field Management Work Plan



# Small Tumulus Field Management Work Plan

## 1. Site description

### 1.1 Location

Small Tumulus Field is one of the Parliament Hill Fields and lies to the west of the Men's Pond. Its location is shown in Figure 1.

### 1.2 Geology, Soils, Hydrology

The field is flat at the high western end, but then slopes down to the main path by the Men's Pond. The lower half lies on London Clay, the upper part on Claygate Beds, a mixture of clay and sandier deposits. A wide area at the bottom of the path, which is regularly mown grassland and is not included in this management plan, is very damp, but the rest of the field is drier; cracks can open in the clay in dry seasons. However, there is a wet seep not far from the high south-west corner which causes damp ground locally.

### 1.3 Ecology

#### Habitats and flora

Figure 2 provides an over view of the habitats of Tumulus Field.

The rough grassland which comprises the bulk of the Field is dominated by quite a range of common grass species, including bents, red fescue, timothy, Yorkshire fog, meadow foxtail and false oat-grass. Of some interest is the small amount of sweet vernal-grass which, although common in the wider countryside in older fields, is not abundant on the Heath. Pignut grows near the edge of Hedge Three; unlike sweet vernal-grass, this is quite abundant on parts of the Heath but of more restricted distribution elsewhere; it is one of the characteristic species of Hampstead Heath. A third interesting plant in the Field is goat's-beard, which is uncommon on the Heath. There is also a small area of specie-rich grassland by a clump of bramble near the bottom of the Field. This relic of wild flowers sown following installation of a gas pipeline about 20 years ago includes cowslip, lady's bedstraw, ox-eye daisy and black knapweed.

The native wild flowers in the main grassland also include creeping thistle, ragwort and common hogweed. These are all valuable ecologically, but are invasive and can grow to large mono-specific clumps if not managed. A large and spreading area of common hogweed grows near the eastern corner of the Field, and is scattered and increasing elsewhere. The distribution of ragwort varies from year to year depending on the seasons and the amount of bare ground, but overall it too appears to be spreading. Creeping thistle occurs in patches, and is controlled to stop it spreading. There is a large patch of rosebay willowherb on the north side of the Field. This non-native plant is attractive, but can also be invasive, and the extent of the patch increased in recent years until half was cut in 2015.

Hedges Two and Three border Small Tumulus Field to the south and north respectively. Once true hedges, these are now belts of trees flanked by younger trees, shrubs and bramble. Management of the hedges themselves is not included here, but it does consider how to maintain and enhance the very important 'woodland edge' habitats which flank the hedges. A large area of bramble, scrub and trees of various ages in the south-west corner is well on the way to being woodland. There are also several isolated patches of bramble in the Field. The scrubby areas contain dog rose bushes, which stick up above the bramble and form song-posts for birds, especially whitethroat.

The Field also contains a group of trees, mostly pine, which gives the field its name as these resemble the group of trees on the Tumulus in the adjacent field. However, there is no mound beneath the trees here. The trees are of high landscape value but of relatively little ecological interest, and are not considered further here.

### Fauna

The Field supports a good range of bird life, particularly species which nest, roost and feed in scrub. Whitethroat regularly breed in the areas of bramble near Hedge Two, and the woodland edge is also frequented by blackcap, chiffchaff, dunnoek and the other birds which favour dense vegetation cover near the ground. This habitat, particularly that on the warm northern side of the field by Hedge Three, also attracts butterflies, bees and other invertebrates, and this is augmented by the nectar-rich flowers of the creeping thistle, hogweed and ragwort which grow in the field. However, the extensive patch of bramble at the north-west corner of the Field seems relatively little used by birds, possibly because it is too uniform in structure.

An uncommon spider, *Porrhomma campbellii*, was found near the wet seep in the late 1990s, when the area was more open and grassy,

## **1.4 Public and educational uses**

Small Tumulus Field is well used by the public, being relatively close to the main entrance to the Heath at Parliament Hill. It provides an attractive vista from the main path running past the Highgate Ponds, and its buttercups, patches of bramble and scrubby edges make it feel pleasantly rural.

## **1.5 History**

Small Tumulus Field was presumably grazed in the 18<sup>th</sup> and 19<sup>th</sup> century; the hedges were presumably traditionally managed to keep them stock proof at some period. But Hedges Two and Three appear as thin, gappy lines of trees in a photo of the late 1940s. This shows allotments to the north of the diagonal cross path and grassland to the south; there were playing fields on the flat top of the field, and at the bottom where there is now mown grass. Later on, the grass was regularly mown short when the Heath was under the control of the Greater London Council; this practice ceased in the mid or late 1980s.

A 1997 or 1998 air photo shows the Field as open and grassy; bramble or other scrub is beginning to increase in the south-west corner as well as lower down, near where there are now isolated patches of bramble. The 2013 air photo used in Figure 2 shows how this scrub had spread by then, and how the hedges have expanded naturally since the War.

Management over the past 10 years or so has concentrated, not always successfully, on controlling expansion of native but invasive species.

- The central triangle formed by the two diagonal paths has been mown annually to reduce the spread of creeping thistle, ragwort and hogweed.
- The dense hogweed patch near Hedge Two was mown monthly in 2013 and 2014, but this management was reduced to a couple of times in 2015 as the more frequent mowing was not found to be effective at preventing its increase. Hogweed is now cut shortly before it flowers. This treatment curtailed its spread in Pryors Field, but it is doubtful if it will here, where the soil is damper and more fertile. This remains a problem.
- Ragwort was pulled by corporate volunteers in 2013 and it was greatly reduced the following year. The reduction was unfortunately short-lived as no volunteers were available to repeat the pulling the following year.

- Patches of creeping thistle were topped or mown, reducing the density of this plant.
- In 2015 bramble, which was spreading into the grassland, was cut back in several areas.
- About half of the patch of rosebay willowherb was mown in 2015 with a view to restoring this area to grassland again.
- Detailed monitoring of the vegetation began in 2009, although was not carried out in 2015.

## **1.6 Natural and human-induced trends**

The main trend is the increase in native invasive species. Common hogweed is increasing rapidly, a trend also seen elsewhere on the Heath and perhaps due to climate change. Ragwort may also increase substantially if summers become hotter and drier. Bramble and creeping thistle can, when necessary, be controlled by mowing, but this is ineffective for hogweed and ragwort, and these are likely to spread further and become denser colonies.

## **2. Evaluation**

### **2.1 Natural landscape**

Small Tumulus Field is perhaps the most important meadow for biodiversity in the Parliament Hill area. It includes good scrubby 'woodland edge' habitats, which are rather underdeveloped elsewhere on the Heath: scrub is an exceptionally important habitat, providing nectar, seeds, fruits, shelter and nest sites for invertebrates, birds and small mammals. Notably, whitethroat breed here most years. The scrub and the grassland provide for small mammals, and kestrels are regularly seen hunting over the Field. The grassland itself contains several significant plant species, including pignut.

### **2.2 Public and educational uses**

The Field is very attractive, particularly in spring, and is seen by many of the Heath's visitors as they pass by on the main path up the Highgate chain of pond, or walk or jog through it. It is not particularly used for educational purposes.

### **2.3 History and built environment**

It is interesting to see how the Field has changed in the past couple of centuries, including major changes in management in the 20<sup>th</sup> century, transforming it from pasture to allotments and back to a natural-seeming meadow. Apart from this, Small Tumulus Field is not of particular significance historically.

### **2.4 Vision**

The vision for Small Tumulus Field is:

- To maintain approximately the current proportions of grassland and scrub/woodland edge habitat
- To maintain and improve the scrub and woodland edge habitat, for example by coppicing bramble, trees and shrubs on rotation and removing invading tree seedlings and suckers, as required to maintain a variety of structure
- To maintain the grassland through mowing, removing the arisings, as necessary to retain a grassy sward. Some areas will be cut annually, some on a longer rotation
- To allow some creeping thistle to flower and set seed but to prevent it spreading or becoming a monoculture

- To attempt control of other native and non-native invasive plants
- To monitor the area, especially invasive species

## **2.5 Relevance to achieving the 2007-2017 Hampstead Heath Management Plan**

Overriding Objectives, Essential Actions and Aspirational Goals from Part I of the Hampstead Heath Management Plan which are particularly relevant to the management of Small Tumulus Field include:

- |      |   |
|------|---|
| NL3  | Manage the Heath's grasslands to enhance their nature conservation and aesthetic value                              |
| NL4  | Manage the Heath's woodlands and scrub to enhance their nature conservation value and improve their distinctiveness |
| NL18 | Consider providing a substantial, undisturbed area of scrub and bramble on the Heath.                               |

The following policies from the Natural Landscape chapter of the Part II Management Plan for the Heath are particularly relevant to Small Tumulus Field:

- |           |  |
|-----------|--|
| Policy 1  | The Heath will be managed to maintain and preserve its unique wild and natural aspects and its ecology, and enable quiet enjoyment and appreciation of the natural world by visitors |
| Policy 4  | The existing areas of natural grassland will be managed to protect and enhance their nature conservation importance  |
| Policy 5  | The City proposes to retain grassland cover at roughly its present area  |
| Policy 6  | Grassland will not be allowed to revert to scrub or woodland   |
| Policy 20 | Woodland edge habitat, i.e. a gradation from trees or shrubs to long grass, will be encouraged   |
| Policy 33 | Woodland edge habitat will be maintained alongside hedgerows where possible. Management will normally entail rotational cutting or coppicing   |
| Policy 34 | the spread of scrub will generally be limited and will be managed to prevent it becoming woodland  |
| Policy 50 | Selected invasive and inappropriate species will be controlled.  |

## **3. Prescription and Work Programme**

Figures 3 and 4 show the location of the actions listed in the tables below.

### 3.1 Regular management tasks

See figures 3 and 4

Objective	Prescription	Frequency	Month(s)	Years	Priority
Maintain grass sward	Cut approximately 1/3 of grassland, excluding central triangle, on three-yearly rotation (fig. 3)	annually	June/July	all	high
Maintain grass sward	Cut bramble spreading into wild flower area near bottom of Field, leaving central patch (fig. 4)	annually	September/October	all	high
Control ragwort, creeping thistle and hogweed	Mow most or all of large triangular area of grassland between paths before ragwort flowers, preferably leaving some unmown (fig. 3)	annually	June	all	high
Control creeping thistle	Cut most of thistle in large patch near Hedge 3 before it flowers, leaving some uncut for wildlife (fig. 3)	annually	June	all	medium
Control hogweed	Remove flowers from all hogweed plants outside areas to be cut and repeat when first re-flowering occurs	twice a year	May/June then again later	all	high
Improve and maintain edge habitats	Cut bays in bramble over 8 years and allow to regenerate. Leave perching posts where possible. Consider planting more dog rose to provide song posts. Recut every 10 years or as required (fig. 4).	As specified then about every 10 years	September (ground too wet later on)	2016, 2017, 2020, 2024 Then every 10 years	high
Improve and maintain edge habitats	Remove tree seedlings and saplings from in and along brambly edges as required (fig. 4)	1-4 years as required	October-February	2016/7 then as required	high
Improve and maintain edge habitats	Coppice selected lengths of woody edges of Field by Hedge 3 and repeat as required to maintain edge habitat (fig. 4)	1-10 years	October-February	2017 then every 5-10 years	medium
Improve and maintain edge habitats	Re-lay short but wide band of Hedge 3 to create better edge habitat (fig. 4)	every 7-10 years as required	October-February	2019 then as required	medium
Improve and maintain edge habitats	Coppice small oak near Hedge 2 (fig. 4)	every 7-10 years as required	October-February	2019 then as required	medium
Maintain variety of vegetation and vegetation structure	Consider cutting some sections of bramble in north-east corner of Field and allowing to re-grow, to create more structural variety (fig. 4)	Every 4 years	September	2016, 2020 etc.	medium

3.2 One-off tasks

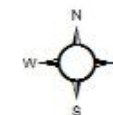
Objective	Prescription	Frequency	Months	Years	Priority
Restore grassland	Mow area of rosebay willowherb cut in 2015 until restored to grassland (fig. 4)	annually	June	2016 then until eradicated	medium
Improve and maintain edge habitats	Remove 2 immature ash trees in south-west corner of Field to reduce shade; leave logs lying in bramble (fig. 4)	once	October-February	2016	high
Improve habitat for fauna	Plant teasel in open area in bramble near Hedge 2 (fig. 4) and elder bushes among bramble edges	once	Winter/spring	2016	medium

4.0 Review

To be filled in as time goes by.

Author	Date	Task	Observation, event or alteration to task





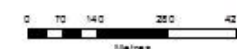
# Small Tumulus Field Management Work Plan

**Figure 1  
Location**

- Hampstead
- Heath Boundary
- Small Tumulus
- Field

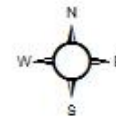
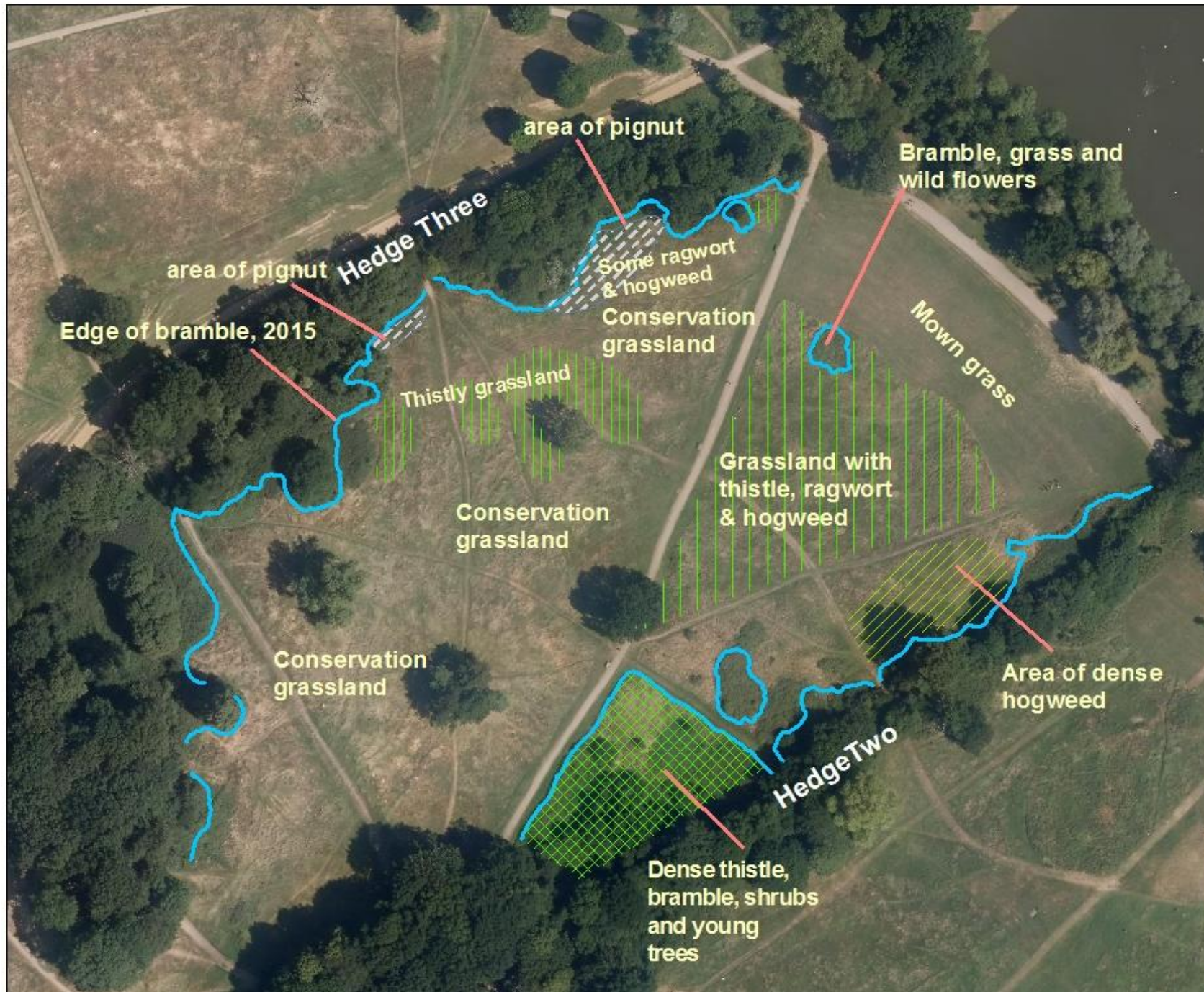
Created by:  
Meg Game

Date Created:  
12 May 2016



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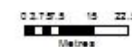
# **Small Tumulus Field Management Work Plan**

**Figure 2  
Main habitats**

**Edge of bramble and  
scrub in January 2016**

Created by  
Meg Game

Date Created:  
19 May 2016







# **Small Tumulus Field Management Work Plan**

**Figure 3  
Grasscutting  
Regime**

**Numbers show  
year of cutting,  
in rotation**

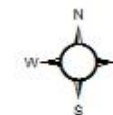
Created by:  
Meg Game

Date Created:  
12 May 2016



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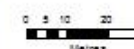


# Small Tumulus Field Management Work Plan

**Figure 4**  
Management of bramble and scrub

Created by:  
Meg Game

Date Created:  
19 May 2016



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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	27 June 2016
Hampstead Heath, Highgate Woods and Queen's Park Committee – For Decision	18 July 2016
Projects-Sub Committee – For Decision	20 July 2016
<b>Subject:</b> Ponds Project Progress Report	<b>Public</b>
<b>Report of:</b> Ponds Project Director Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author(s):</b> Jennifer Wood, Open Spaces Thomas Creed, Department of the Built Environment	

## Summary

The Hampstead Heath Ponds Project is now 14 months into its 18 month programme. Seven out of twelve construction sites are now finished and the construction element of the project is due to be completed, on time, by the end of October 2016. Despite some delays, the project is now making good headway.

This report updates on progress, budget and the risk register. There may be a further update on this at the Hampstead Heath, Highgate Woods and Queen's Park Management Committee and Projects Sub Committee should new information come to light.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Ponds Project was initiated following a series of hydrological studies which revealed that in the event of a severe storm, there was a risk that the reservoirs on Hampstead Heath could overtop, potentially leading to erosion and dam failure, putting lives, property and infrastructure at risk. Between 2012 and the summer of 2014, a highly iterative and consultative process was undertaken to consider the design criteria and approach, and then a wide range of options. In June 2014, an option for each chain of ponds was selected and approved on the basis that it satisfied the existing requirements of the Reservoirs Act 1975 and the anticipated requirements under the Flood & Water Management Act 2010, whilst preserving the natural aspect and state of the Heath in the most effective

manner, in accordance with the City's duties under the Hampstead Heath Act 1871, and in accordance with the agreed design principles.

2. Following Committee approval in June 2014, a planning application was submitted to the London Borough of Camden in July 2014 and planning consent was granted by Camden's Development Control Committee, subject to Conditions and a Section 106 agreement, in January 2015. Construction work on the Ponds Project started in April 2015.

### **Construction progress**

3. Work is progressing well at all of the current construction sites. Members will recall that the design was such that there were two more substantial work sites in each chain of ponds (Model Boating Pond and the Catchpit), and these have seen the bulk of the work in the last few months as the weather has turned more favourable for earthworks. It is worth remembering that by planning the works in this way we have been able to keep the total area of the works to the minimum, as the total area of work compounds only accounts for approximately four per cent of the Heath in its entirety – 26 hectares are work sites and the Heath is 679 hectares in total. It will also be recalled that another principle of the Project was to find all the fill material from within the Heath (to minimise lorry movements), and this has meant the earthworks proposals have had to be managed throughout the project, as the exact volumes of cut and fill available became apparent.
4. This earthworks management has been particularly relevant at the largest of these work sites, Model Boating Pond, where the crest has been raised (2.5m taller than the original dam) using clay excavated from the hillside next to the pond. The dam is now at full height and excavations to form the new island on the western edge of the pond are well underway. The borrow pit in the work compound is being filled with silt excavated from other ponds in the chain, (Model Boating Pond, Stock Pond, Ladies Bathing Pond and Men's Bathing Pond) before being covered with first a layer of clay and then the original top soil on the top. Due to an overall shortfall of silt, an additional 3,000 m<sup>3</sup> of clay is required to ensure the borrow pits are filled up to their original levels. However, the discovery that the large gas main which runs across the Heath was further away from the pond and would not be acting as a constraint to the restoration, means there is additional flexibility and the hillside will be able to be restored to a very similar gradient to the original, with the additional fill material being found by re-contouring the hillside and also by making the channel around the island deeper on its northern side.
5. Another principle that has worked well was getting the contractor appointed early and in a contract form that encouraged collaboration. Our contractor, BAM Nuttall, has worked really well in this regard, sometimes having to deal with a client that changes details in the design at the last moment! A recent example of how this collaboration among the project team has worked has been in relation to the busy footpath between Men's Pond and Model Boating Pond, which can safely remain open to pedestrians while the dam construction work takes place alongside. This way of working has been adopted throughout the project, where



paths have been locally diverted or kept open but narrowed in order to minimise disruption to Heath visitors. Much of the fencing around the work sites has been purposely installed as an open meshing which enables the site to be visible for the public's interest, and the workforce has been encouraged to answer questions from the public about what they were doing. This has received favourable comment.

6. Elsewhere on the Highgate Chain, works have been completed at Stock Pond, Ladies Pond and Bird Sanctuary, other than some environmental works (turfing, seeding and the like), and are in progress at Men's Bathing Pond and Highgate No. 1 Pond. The new Ladies Pond facility opened for swimming on programme on Saturday, 7 May 2016. By using a prefabricated building, the time between the arrival of the new building and its opening was 25 working days.
7. On the Hampstead Chain, the Catchpit dam is steadily growing towards its 5.6m final height with clay excavated from borrow pits on Pryor's Field. Work will continue here until late summer, after which planting and restoration of the borrow pit will take place. Works on the other ponds on this chain are almost all complete, except for some environmental works, and the desilting of the Viaduct Pond.

### **Environmental mitigation**

8. Upon completion of the construction works at each pond, environmental mitigation then takes place. All of this has been carefully considered by ecology experts with input from the Heath's own ecology team who have a wealth of knowledge on the Heath. Previous environmental works at Bird Sanctuary pond, which were part of the project, have been a success with the addition of a deep channel and wetland scrapes to help prevent the reeds from drying out and to provide additional habitat for birds, amphibians and invertebrates. Aquatic planting shelves are being constructed at several ponds and in total 25,000 new aquatic plants of 15 different species will be planted. This will result in an additional 1,700 cubic metres of aquatic planting which is an important habitat the Heath does not have in abundance.
9. Six hectares of wild flower meadow will also be sown by the end of the project with a seed mix specified by the Heath's ecology team. The location of these wild flower meadows is being specifically detailed in restoration plans which are being drawn up for the larger areas disturbed by the construction. Although the construction element of the project is due to be finished in October 2016, some of the environmental works, such as the restoration of wild flower meadows, will take place after this time due to the seasonal nature of this work.
10. Desilting work, using a suction technique, has successfully taken place at four ponds, which includes all three bathing ponds. This work will improve water-quality and benefit aquatic life. Viaduct Pond will also be desilted as part of the project. At this pond, the debris will be excavated first from a floating platform, and it will then be desilted. The delay here has been because there was too much debris in the pond to use the suction method successfully on its own.

11. Changes to the design have happened at a number of sites, with 66 contract instructions since the project began. Many of these have been related to the sensitive nature of the Heath, and include changing path locations or construction methods due to proximity of trees, or indeed a single tree. The design is continually monitored on site and adapted to meet the requirements of the Heath.

## **Planning Conditions, Stakeholder Engagement and Communications**

12. An amendment to the original planning application was submitted in May 2016. This relates to a revised design of a small section of the end of the new wall at Highgate No. 1 Pond which is in private land. The design was altered in this location to meet the requirements of the landowners to minimise the impact to trees and to lessen the visual impact from the Heath. A separate application was required as the property is listed and in a Conservation area. The City Surveyors' Department are liaising with the land owner's solicitors to arrange access for the proposed works and to enter into a formal agreement for future maintenance/improvements access rights.
13. Part of Camden's conditions required a Community Working Group be established to monitor the progress of the project. This has largely replaced the group that we had set up, as it has some of the same members on it. This group have been holding evening meetings monthly since February 2015 and also take part in regular guided walks of the site. They monitor various aspects of the project, including complaints, environmental data, vehicle movements and the programme. Since April 2015, when the project began, there have been 60 written complaints. The members have been taken down into the 'hole' to inspect the base of the dam at Model Boating Pond, to the new ladies pond facilities and on top of the new dam at Model Boating Pond.
14. We have been clear throughout the project that our publicity must reach a variety of audiences through different media. Weekly emails with updates on the project are currently being sent to over 800 subscribers, while the Ponds Project blog regularly receives over 2000 visits per month and has received as many as 4,300 visits in one month. It can be found at <https://hampsteadheathpondsproject.wordpress.com>. Information signs are placed at each pond and BAM Nuttall have been praised on their positive interaction with the public over the project. A time-lapse camera was installed at the Model Boating Pond. The live feed with a photo updated every four minutes can be viewed here: <https://timelapse.regenology.co.uk/api/embedded/m3m/>

## **Project Savings and Risk**

15. Before starting on site, one of the risks identified from the ground investigations was that there could be a considerable depth of clay near the surface of the borrow pits which would be 'weathered' and therefore not suitable for dam construction. This would result in this clay being excavated, stored and then re-instated in the borrow pits on completion of the dam construction works. An estimate of the depth of weathered clay was made from the information obtained from the borehole investigations and a risk sharing agreement was entered into with BAM Nuttall. This agreement shared any savings or additional costs associated with the double handling of this material.



16. At the Pryor's field borrow pit (being used to construct the Catchpit dam), it is expected that the level of weathered clay will be less than originally assumed. This, combined with the extremely good quality of the clay, has allowed a slight adjustment to the specification for placing the clay in the dam. It is therefore expected that this will translate into a saving to the Agreed Maximum Price.
17. Other project risks are continually monitored to reflect the changing status of the works on site. At the time of writing, the gross valuation of works completed is approximately 65% of the expected final cost, while 53% of the risk provisions have been realised.
18. However, sitting outside of the specific risk provisions there are a number of larger issues which the project has had to deal with to date. These include the additional reinforcement needed in the temporary works at the Model Boating Pond, additional storage areas for silt drying and difficulties in de-silting the Viaduct Pond. Whilst the City's project team do not believe these costs sit with the City, there are on-going discussions with BAM Nuttall and the Partnering Advisor (an independent advisor, specified in the contract) as to how these risks are to be properly apportioned in accordance with the partnering contract. The outcome of these discussions will be reported back to committee once the contractual position has been confirmed. This may result in additional costs to the City at a later stage.

### **Landscaping and Re-instatement**

19. As the engineering work progress, focus is turning towards how the Heath will look on completion of the project, in particular the landscaping works. Having already given the Heath staff a more active role in supervising the landscaping works, it was seen that there are a number of aspects of the reinstatement are well within the capabilities of the Open Spaces team and would benefit on the experience and expertise they have to offer.
20. It has therefore been agreed with BAM Nuttall to remove some aspects of the reinstatement from their scope of works and allow the Heath staff to carry out the works instead. It is therefore proposed that a budget of £25,000 is separated from the main works budget to facilitate this.

### **Ponds Project Education**

21. In the year or so since the Ponds Project Education Programme was launched we have engaged with 1437 Secondary School students over 60 education sessions and 763 Primary School pupils over 29 sessions. These figures put us ahead of schedule for Primary School targets and behind for Secondary School targets. However, we hope to begin to catch up in June and July, as these are our most popular months so far for session bookings.

22. In addition to this we have been exploring alternative ways to connect with secondary schools students. This has included running writing and art competitions, and nurturing partnerships with different organisations, like BAM Nuttall and Museum of London. These partnerships have allowed us to utilise a greater pool of expertise when developing new engagement activities. With BAM we ran a successful series of dam building activities at Hendon School during British Science Week. We are also in the process of developing a series of cross curricula activities with the Museum of London based around the River Fleet. We have just over a year of delivery time left on the Project, after which we will focus on developing resources that will be the lasting legacy of the education programme.

## **Financial Summary**

23. The project is on budget and there is potential for future saving from the risk sharing agreement on the depth of weathered clay (as discussed above). However, it should be noted that there are a number of outstanding items on which further advice is being sought as to how the partnering contract apportions the risk. This may result in additional costs to the City at a later stage.

## **Conclusion**

24. The project is progressing well and the positive impacts of the project are becoming more apparent. The focus is turning to the reinstatement of the works and the legacy it will create.

Previous committee reports are available at: [www.cityoflondon.gov.uk/committees](http://www.cityoflondon.gov.uk/committees)

## **Appendices**

- Appendix 1 – Education Project Report: Activity in April & May 2016

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# Hampstead Heath Ponds Project

## Education Project Report: Activity in April & May 2016

Progress in previous month:

	Ahead of schedule
	On Schedule
	Slight Delay
	Behind Schedule

Area and target	Progress this month	Progress to date
<b>Project Coordination</b>	As well as running sessions we continue to look for additional ways to engage with secondary schools, particularly after the popularity of the Writing Competition.	
<b>Primary Programme</b> 850 pupils engaged through 34 sessions	Our targets for April and May was to run two Soil Scientists sessions per month. We ran 3 sessions in April and 4 in May, engaging with five different schools. This means that we are still ahead of target.	Total number of primary sessions: <b>29</b> Total Number of children: <b>763</b> 
<b>Secondary Programme</b> 3575 pupils engaged through 143 sessions 3 schools with in depth involvement Engage with 420 pupils by British Science Week (BSW) activities	<p>In April and May we only ran two secondary sessions. Both of these were Meet the Fleet sessions, the most popular secondary session that we run on the Heath. Having spoken to teachers we understand that May in particular is not a very popular month for booking school visits due to exams. We have a greater number of bookings for June and July.</p> <p>In May we examined our targets for the remainder of the Project. Using the lessons we have learnt about working with secondary schools these targets have been adjusted, making them more achievable, but still stretching. By reducing our total target number of sessions and taking into account which months have been busiest in the 2015/2016 academic year, we hope to come back on schedule by the conclusion of the project.</p>	Total Number of Secondary sessions: <b>60</b> Total Number of children: <b>1437</b> Additional engagement with secondary school students: <b>1000</b> 
<b>Evaluation</b> 70% of sessions evaluated 70% teachers believe learning objectives met 60% Teachers believe most students progressed their understanding 60% students increase their understanding of the impact of humans on the environment. 50% students increase their understanding of the Scientific, Geographical and/or social context of environmental issues 50% students increase intention to take positive action for the Heath or the environment	All of our Evaluation targets remain on or ahead of schedule. We have continued to receive positive feedback from teachers. A Geography teacher from Christ Church School thought it was "an excellent opportunity to see what happens at Heath". A teacher from Claremont Primary School described the Soil Scientists session as "An excellent and informative educational activity".	<p>% of sessions evaluated by teacher: <b>73%</b> </p> <p>% of sessions evaluated by secondary students: <b>73%</b> </p> <p>% teachers believing LO Met well: <b>97%</b> </p> <p>% Teachers believing most students made progress: <b>91%</b> </p> <p>% 2° Students with increased understanding of impact of humans on the environment: <b>69%</b> </p> <p>% 2° Students with increase understanding of environmental issues: <b>65%</b> </p> <p>% 2° Students with increased intention to take positive action: <b>58%</b> </p>
<b>Educational Resources</b> 250 HHPP education webpage hits & 50 resource downloads	In April there were 68 page views, 54 of these being unique views, on the Pond Project Education webpages. In May there were 40 views and 36 unique views,	Number of page views: <b>1210</b> Number of unique page views: <b>1024</b> 
<b>Partnerships</b> Develop three high profile partnerships for the project.	<b>Museum of London (MoL):</b> Our cross curricula Fleet river session/resource is currently in development. Working with MoL have been looking at this river as a whole. We have walked the length of the river from Kenwood to Blackfriars Bridge identifying opportunities for curriculum linked learning. The next stage is to consolidate our ideas into a comprehensive plan.	

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<b>Committee(s):</b>	<b>Date(s):</b>
Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood & Queen's Park Committee	27 June 2016 18 July 2016
<b>Subject:</b> Habitat restoration of the Boating Pond and Tumulus Field	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>

## Summary

The Ponds Project has had a major impact on the Boating Pond and Tumulus Field. This document outlines restoration work which will be undertaken to create an attractive and ecologically more valuable landscape, and requests the Committee's opinions on a proposal to alter a proposed design change.

## Recommendation(s)

Members are asked to:

- Comment on the habitat restoration proposals
- Comment on a proposed change to the original plan regarding an edge profile.

## Main Report

### Background

1. Major work for the Ponds Project has been undertaken at the Boating Pond and Tumulus Field. The dam is being raised, and the shape of the pond and the profile of the adjacent slope to the west will both change. The new dam faces and several hectares of Tumulus Field will be covered in bare soil at the termination of the engineering works in October 2016. Restoration is required to create an attractive area in keeping with the landscape and ecology of the Heath.

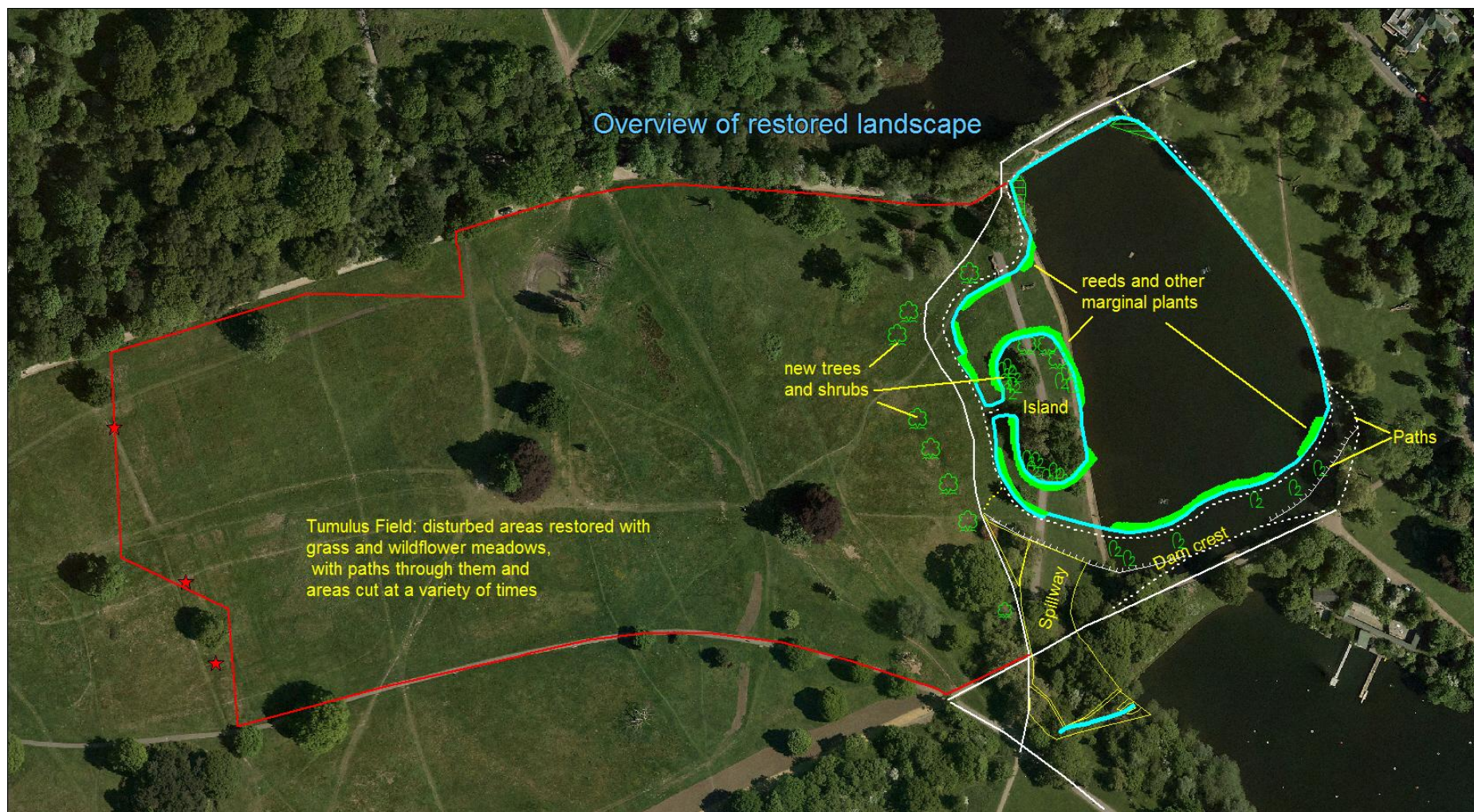
### The former landscape and ecology

2. Prior to the Ponds Project the Pond was roughly rectangular in shape, with vertical sheet-piled sides dropping straight into the water. Fish were (and still are) abundant, including large carp popular with anglers. There was no submerged or floating vegetation on the pond apart from occasional algal blooms, and marginal vegetation was limited to plants on rafts in and round the edges of the pond and two small reed beds. The pond was of relatively little ecological interest.
3. The affected part of Tumulus Field was covered in rough grassland. The sward was exceptionally poor in plant species and of little ecological interest.

## **The restored landscape**

4. The proposals for restoration are almost entirely as set out in the agreed plans for the Project (see figure 1 below). One detail of the design which it is proposed to modify is described below under Options.
5. The new dam will be covered in grassland containing some wild flowers, and will be mown several times a year. The pond itself will remain of a similar size overall, but will be a different shape from formerly and contain a tree- and shrub-covered island; paths will encircle the pond. The west and south edges will be lined with marginal vegetation; some of the plants will be tall-growing reeds, but others will be lower-growing, permitting views over them across the pond. The beds of marginal plants will be permanently fenced on the land-ward side and also possibly on the pond-ward side to prevent water birds grazing the vegetation.
6. Angling will be permitted at designated places along the new west and south sides of the pond. Details will be confirmed once a fishing policy for the Heath has been agreed.
7. The affected parts of Tumulus Field will be sown with seed mixes containing different mixes of native grasses and perennial wild flowers. Some areas will be just grassy, others will be dominated by grasses but also contain some wild flowers, and yet others will contain grasses but with a higher proportion of wild flowers. These latter should resemble the 'Sparrows' site above the running track at Parliament Hill. Paths will be mown through the area and the wild flower areas will be cut annually, not all at the same time.
8. The landscape will be more attractive than formerly. The edges of the water will be vegetated in place of stark vertical sheet piling. The dam will afford unrivalled views over the Boating Pond, ponds to the south, and in summer the flowery meadows of Tumulus Field.
9. The restored landscape will also be much richer ecologically. The marginal vegetation will improve water quality and provide wildlife habitat, including refuges for young fish. Tumulus Field will possess a richer flora and will be particularly valuable for bees, butterflies and other insects.
10. Appendix 1 to this report presents a habitat management plan for the pond and affected areas of Tumulus Field. Further design details can be found there.





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Figure 1: Overview of restored Pond and affected parts of Tumulus Field

## Options

11. The plans show several sections of the pond edge which will front directly on the open water, i.e. will not be lined with marginal planting. These include four lengths where the bank is designed to slope directly down into the water. At two of these, along the dam front, the adjoining bed of the pond is to be covered in gravel, see figure 2 below.

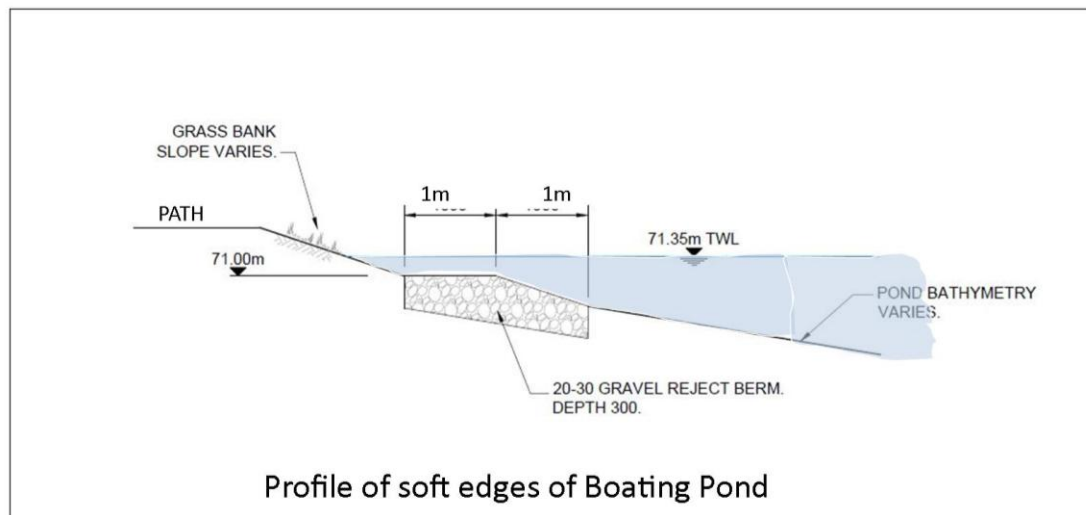


Figure 2: existing plan for unplanted margins of Boating Pond

12. These arrangements will tempt, in fact seemingly invite, people and dogs to enter the water here. This raises serious issues both of public safety and the protection of wildlife:
- Unsupervised swimming in the Heath's Ponds is prohibited and is dangerous; it resulted in a fatality at the Men's Pond in 2015. Wading in and even just paddling could cause serious injury from litter on the pond bed, such as broken glass.
  - On this chain of ponds, dogs are allowed into the water at Highgate no 1 pond. Unfettered access there resulted in conflicts with wildlife and reduced water quality, and it was found necessary to install unsightly barriers to prevent dogs getting far into the pond. Something similar might well be required here.
  - These gaps are the obvious places for angling, but there will then be a conflict between fishing, people and dogs.
  - The sloping edges of the pond are likely to become an unsightly muddy morass, as has happened elsewhere.
13. Regretfully, there are therefore several reasons for altering the design of these new soft edges to the Boating Pond, even though it seemed an attractive idea initially. It is therefore proposed to replace the open, gently sloping edges with a low vertical edge about 30cm high, secured with horizontal logs. This design



would not totally prevent people and dogs getting into the water, but at least should reduce them. It would provide a good base for angling.

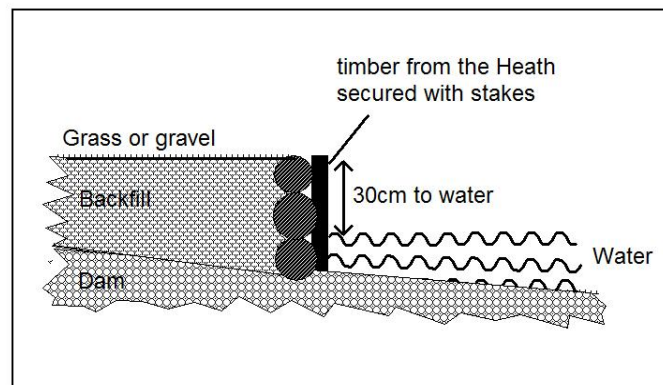


Figure 3: Proposed new design for unplanted margins of Boating Pond

14. The proposals for the restoration of the Pond and Tumulus Field, including the redesign of soft edges to a vertical profile, were presented to the Ponds Project Community Working Group at their meeting on 23 May 2016. The proposals were supported unanimously.
15. The Members of the Committee are requested to give their opinions on this proposal.

### **Corporate & Strategic Implications**

16. The work supports the City Together Strategy theme ... “protects, promotes and enhances our environment”.
17. It also links to the Open Spaces Department Plan through the Strategic Aim to “adopt sustainable working practices, promote the variety of life (biodiversity) and protect the Open Spaces for the enjoyment of future generations”, and the Improvement Objective to “ensure that measures to promote sustainability and biodiversity are embedded in the Department’s work”.

### **Implications**

18. The proposals will reduce safety risks associated with the original proposals for the Boating Pond.
19. The financial implications arising from this report will be funded from the Ponds Project Capital Budget.

### **Conclusions**

20. The proposals for restoring the Boating Pond will result in a ‘greener’ and less municipal looking pond, and sections of the adjoining parts of Tumulus Field will

be transformed into flowery meadows. There will be significant improvements to the ecology of the area.

21. A detail of the original plans would result in issues of public safety, conflict of use and damage to ecology. A modification is proposed.

### **Appendices**

- Appendix 1 – Management plan for the habitat restoration of Boating Pond and Tumulus Field.

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## **Appendix 1**

### **Management Plan for the habitat restoration of the Boating Pond and Tumulus Field**

May 2016

#### **Restoration of the landscape, 2016-2017**

1. The restored landscape, as shown on figures 1 and 2 at the end of the report, will consist of a large pond with a tree-covered island, bed of reeds and other wetland plants round the southern and western edges of the water, a mix of grassy and flower-rich meadows on Tumulus Field to the west, and a large grassy dam to the south. Paths will encircle the pond.

#### **The pond**

2. Vertical sheet piling will continue to form the eastern edge of the pond, but the edges of the pond elsewhere will be softer. Narrow beds of marginal vegetation will line much of the western and southern edges, as well as the island. These beds will be of reed; of reed and other marginal plants such as iris; or of marginal plants without reed. The beds will be permanently fenced on the landward side to prevent access to dogs, and temporarily fenced on the water side, although it may be necessary to retain the water-side fences for several years or even in perpetuity to maintain the vegetation: see below.
3. There will be several lengths of open, unvegetated bank (see figure 1) where it is proposed that there will be a 30cm vertical edge, secured with timbers, dropping into shallow water.

#### **The island**

4. The island will be accessible via a causeway. It will be surrounded by beds of marginal vegetation except at one point on the east side, where the original sheet piling will be retained. Besides the existing trees, four more trees and 12 shrubs will be planted. Any areas affected during the works will be re-sown with a seed mix containing grasses and wild flowers.

#### **The dam and spillway**

5. Six shrubs will be planted on the dam. Vegetation on the new faces of the dam and the spillway to the south will be established using pre-grown turf reinforced with a geotextile in the soil. The fences will be removed once the sward has established, which should be by spring 2017.
6. The Supervising Engineer has specified a species mix for the turf containing a high proportion of native grasses, with a small number of wild flowers. The dam will be subject to significant public pressure and in addition the Supervising Engineer has instructed that the dam and spillway be mown as often as

necessary to keep the sward to no more than 175mm high, although may be some latitude on the exact mowing regime. For these reasons the swards will become dominated by grasses, which can withstand such management, rather than wild flowers.

7. Wild flower turf will also be laid, and hard-wearing amenity turf on the face of the Bird Sanctuary causeway to the north, but both areas will be mown to keep the sward no higher than 175mm.

#### Tumulus Field

8. All areas of Tumulus Field disturbed by the works will be sown with mixtures of native plant seeds. There will be three different mixes: one containing just grasses, for heavily used areas; one containing grasses and low-growing wild flowers, for regularly used areas; and one containing a high proportion of wild flowers in the mix. Figure 2 below indicates where these three mixes might be applied, although the final plan will have to await until the new shape of the field has been created. Some areas in the works compound have not been stripped of top soil, for example along the route of a gas pipeline, and these will not be re-seeded or fenced except for any areas which have been affected by machinery. A temporary path through the area will be created along the route of the pipeline.
9. The seeded areas will be fenced until the sward is established, which is likely to take until summer or autumn 2017.

#### Paths

10. A hogginsurfaced path will encircle the pond close to the water line; from here the bank will mostly slope down to the beds of marginal planting. A hard-surfaced path will be laid about seven metres further up the slope on the western side of the pond, and there will be a footpath along the crest of the dam. The current path on the causeway between the Men's and Boating Ponds will be retained, but will then be half way up the south side of the new dam. In addition there will be two paths running east and west off the top of the dam; these will be of reinforced turf.
11. The island will be accessible via a hoggins path on the causeway, but there will be no paths on the island itself.

#### Angling

12. Angling will continue to be permitted along the northern and eastern edges of the pond. There will be gaps left in the marginal vegetation along the new west and south sides of the pond and on the island, and some of these places will be suitable for angling.
13. Tables 1 and 2 provide a detailed list of tasks required for management of the area in 2016 and 2017.

## **Long term management**

14. The sward on the dam and spillway will be cut several times a year as necessary to keep it relatively short.
15. A network of informal paths will be mown through the new meadows on Tumulus Field. The most flowery areas will be mown once a year, but it not all at the same time; for example, some may be cut in June and some later on. The areas with lower-growing wild flowers will probably be cut about every other year, depending on requirements.
16. The grassland which was not stripped of topsoil and did not need re-seeding will be managed as before the Ponds Project by mowing annually or every two years or so, as required.
17. The small pond, Tumulus Field Pond, will continue to be fenced.
18. The Boating Pond itself should require relatively little management. Aerators in the pond will be turned on when there is a danger of algal blooms forming or a drop in oxygen levels occurring.
19. The water quality in the pond will be monitored regularly, and the composition of the flowery meadow will be monitored annually.
20. Table 3 provides a detailed list of tasks required for management of the area from 2018 onwards.

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## Tables

The tables below set list the management tasks required to establish and maintain the pond and the areas of the compound. It assumes that the engineering works will be completed in October 2016, the marginal planting has been installed, the trees and shrubs planted, and the turfing and seeding undertaken.

Table 1: Management in 2016

Area	Task	Expected Timescale	Notes
Tree saplings planted outside compound	Water; replant if required; ensure they are protected from damage	June 2016 onwards as required	Planted by CoL autumn 2015 on former tree lines above upper compound and near cycle track
Areas near site	Cut thistle, ragwort and common hogweed to reduce seeding	June-September 2016	Especially areas nearby on Tumulus Field and possibly also Small Tumulus Field

Table 2: Management in 2017

Area	Task	Expected Timescale	Notes
11 trees and 21 shrubs	Water; replant as required; ensure they are protected from damage	All year	As required.
Pond	Monitor water quality regularly	Spring onwards	
Pond	Undertake a full baseline survey of water quality	2018 or soon afterwards	A full baseline survey would allow comparison of the water quality with conditions before the project.
Pond	Turn on aerator	Spring onwards	As required if oxygen levels drop
Fencing round turfed areas	Remove fencing round areas when the sward is established and ready for public access	Spring onwards	Turfed areas on the dam and spillway should established by spring 2017 from May onwards,.

Area	Task	Expected Timescale	Notes
Faces of Boating and Bird Sanctuary dam and Boating Pond spillway, including side slopes	Mow whenever sward reaches 175mm for dam, 150mm for spillway; possible late cut to 50-60mm	Growing season	Requirement of Supervising Engineer.
Narrow strip of turf between water and path, north and west of pond	Cut to say 50-100mm.	Spring onwards	As required
Seeded areas	Cut and remove arisings	Spring onwards	Required if growth strong or flush of weeds: probably required by summer if not earlier
Re-seeded areas	Control thistle, hogweed, ragwort, bramble and possibly other invasive species	May onwards	Extent of these remains to be seen. Small amounts can be controlled manually, but greater amounts may need herbicide treatment.
Areas of compound which were not stripped of turf	Cut to 50-60mm and remove	Summer	As required
Route of gas pipeline	Mow informal path along route of gas pipeline	April onwards	As required
Fencing round seeded areas	Remove fencing round areas when the sward is established and ready for public access	Summer or autumn	Timing depends on successful establishment
Fencing round marginal planting	Possible removal of waterside fencing	October	Review need to retain for longer before removal.
All reseeded and turfed areas	Monitor sward establishment; re-turf or re-seed if required	Spring onwards	

Area	Task	Expected Timescale	Notes
Informal paths on dam	Mow	Spring onwards	A cut will be required just before public access is allowed, and possibly thereafter depending on the amount of use
Tumulus Field area of compound	Mow informal paths through area	Summer/autumn	Once access is allowed, new informal paths need to be mown through the sward.
Marginal planting	Monitor establishment	October 2016 onwards	Any that fail to establish will need replacing
Turfed and seeded areas	Monitor sward establishment	October 2016 onwards	Any areas which fail to establish will need re-turfing or re-seeding

Table 3: Management in 2018 and thereafter

Area	Task	Expected Timescale	Notes
11 trees and 21 shrubs	Water	Spring onwards	As required until no longer needed.
Pond	Monitor water	All year	
Pond	Undertake a full baseline survey of water quality	Spring/Summer	A full baseline survey would allow comparison of the water quality with conditions before the project.
Pond	Turn on aerator	Spring onwards	As required
Dam faces and spillway, including side slopes	Mow whenever sward reaches 150mm (spillway) or 175mm (dam); possible late cut to 50-60mm	Spring onwards	Requirement of Supervising Engineer
Narrow strip between water and path on north, west and south sides of pond	Cut.	Spring onwards	As required



Tumulus field areas	Cut and remove	May onwards	Mow paths as required. Cut other areas at differing times; specification to be drawn up once planting plan has been agreed.
Fencing round wetland planting	Possible removal of waterside fencing of marginal planting	As required	Review need to retain for longer before removal.
All reseeded and turfed areas	Monitor sward	Summer	
Wetland planting	Monitor	Spring on	

**Figure 1: Overview of pond, showing paths and marginal planting**

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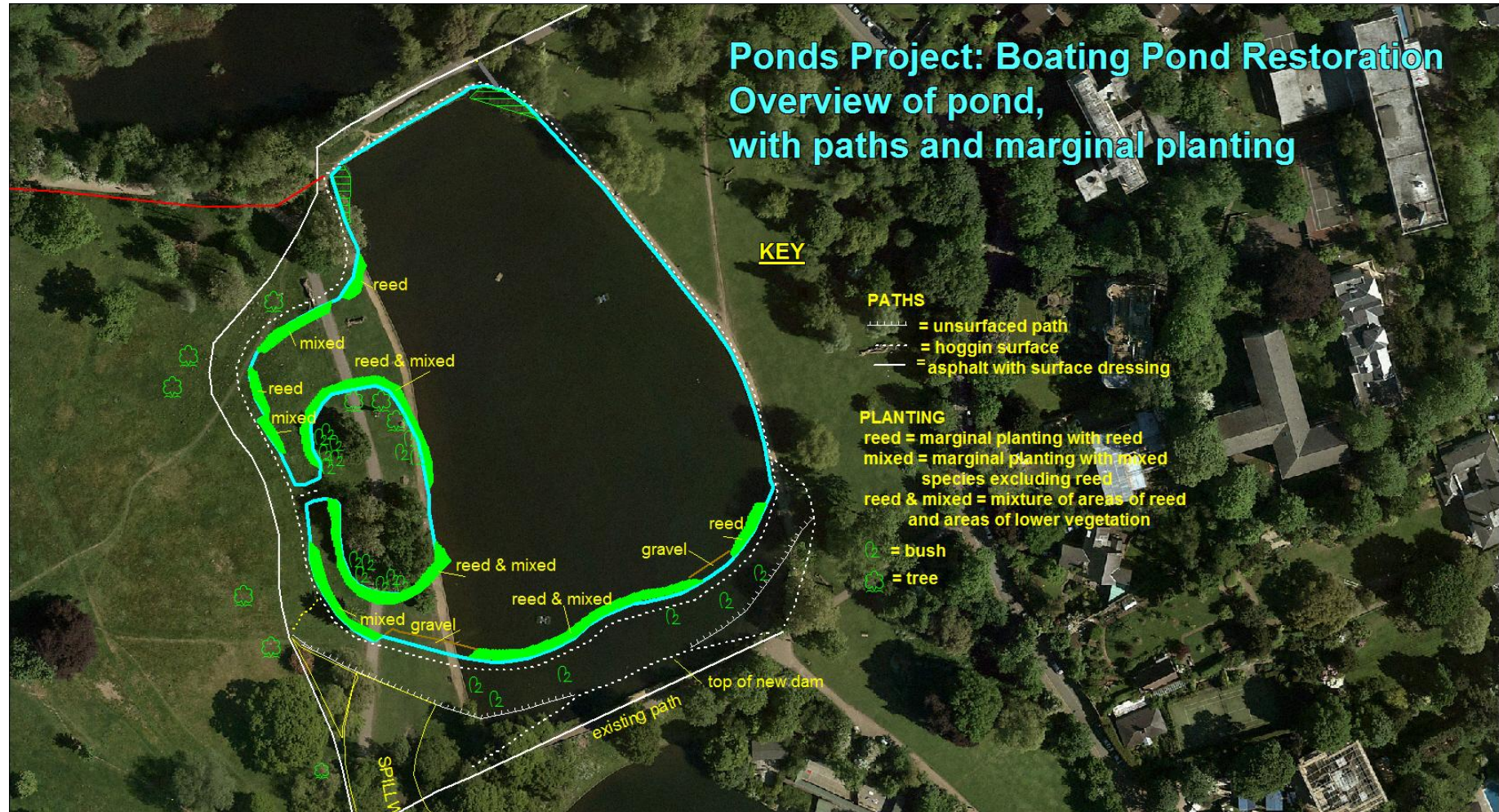
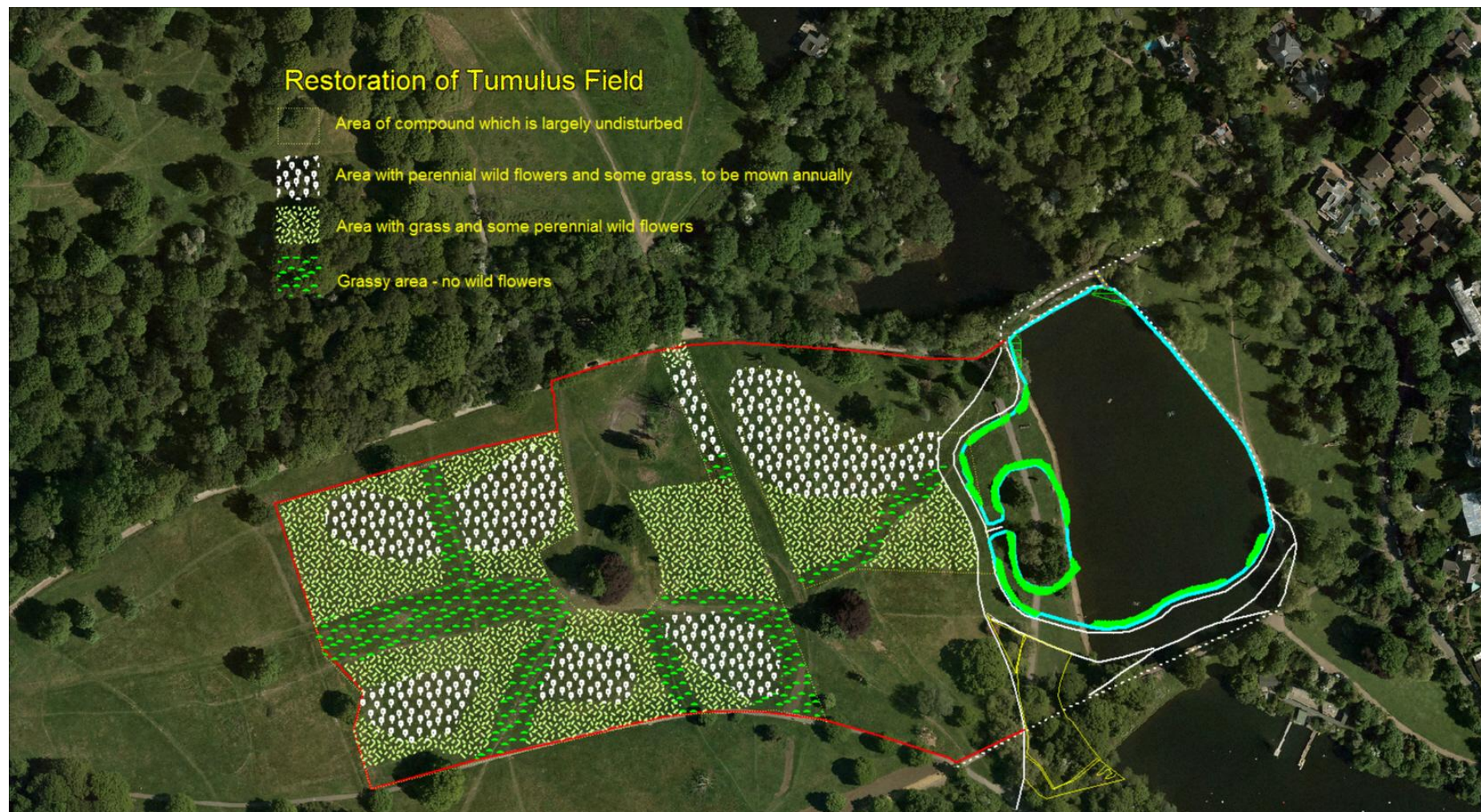




Figure 2: Proposed restoration of Tumulus Field

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood and Queen's Park Committee	27 June 2016 18 July 2016
<b>Subject:</b> Annual Report on Hampstead Heath Constabulary for the period 1 April 2015 to 31 March 2016	<b>Public</b>
<b>Report of:</b> Superintendent Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Richard Gentry, Open Spaces Dept.	

## Summary

This report reviews the performance and effectiveness of the Hampstead Heath Constabulary during the period 1 April 2015 to 31 March 2016. During this period the Constabulary attended 2,406 occurrences/incidents and completed 1,751 enforcement actions engaging with users who were breaching or were suspected of breaching a bylaw. The details of this work, along with many other aspects of the Team's work will follow in this report. The Team achieve their success through the development and nurturing of a partnership approach drawing upon the talents of a number of stakeholders.

## Recommendation

Members are asked to:

- Note the contents of this report regarding the work of the Hampstead Heath Constabulary during 2015/16 and, in particular, recognise the continuous development and improvement of its performance across a range of activities. You are further asked to acknowledge the part played by the Constabulary in helping to ensure that Hampstead Heath remains a safe, appealing and enjoyable place for millions to visit each year, by reducing the fear of crime and anti-social behaviour.
- Views of Committee are sought in regard to the continuation of outreach work on our Public Sex Environments.
- Views of the Committee are sought with regard to the Constabulary Priority Activities for the period 2016/17 to 2018/19.

## **Main Report**

### **Background**

1. The overall objective of the Hampstead Heath Constabulary (HHC) is to provide a professional, efficient and effective Constabulary Service for Hampstead Heath, to educate its visitors and users on appropriate and responsible behaviour, to engage with users and stakeholders, and to enforce byelaws, deter and prevent anti-social behaviour, and reduce the fear of crime through a range of tactics of which visible high-profile patrolling is the most prominent. The approach adopted in achieving this objective is through engagement, education and ultimately enforcement. They provide a vital role in the safe management of large events across the Open Space and also maintain an excellent relationship with the Metropolitan Police, London Ambulance Service, The Air Ambulance (HEMS) and London Fire Brigade enhancing the effectiveness of all those organisations when attending incidents within the Open Space.

### **Current Position**

2. One vacancy has recently been filled following a successful interview process. The candidate is undergoing reference checks and hopes to join the HHC within the next 3 months. The Team would then be at its full establishment strength for the first time in 4 years. Until the new recruit starts their service the HHC is operating with a reduced compliment of staff; a Constabulary Manager, who also manages Queen's Park, two Sergeants working across two teams, and nine Constables. This resource includes two Constable Dog Handlers with general purpose-trained police dogs.
3. During this reporting year the number of Constables has fluctuated. One Constable resigned to take up an alternative career path and a further Constable retired on grounds of ill health after a serious road accident. In the same period three new Constables were selected and are now in post.
4. All recruit training has been delivered in house by the Sergeants who deliver a bespoke training package. Additionally a Sergeant has qualified to train other City of London staff in conflict resolution. They have delivered several short sessions across other Corporation sites.
5. HHC has continued to provide on-site policing for larger events, including the annual funfairs, the Affordable Art Fair, Grow London and the Circus where animal rights activists once again attended in 2015. HHC also represents the City of London with a managed presence on Parliament Hill during New Year's Eve celebrations thereby preventing the negative impact suffered by other similar sites across North London. Although numbers are difficult to ascertain, the Metropolitan Police have estimated that there were 7,000 people in attendance at Parliament Hill on New Year's Eve.
6. HHC continues to provide a service 365 days of the year, with patrols carried out throughout the day and night from a patrol base on Hampstead Heath.

7. The Civil Aviation Authority (CAA) have been contacted in writing in order to seek clarification on CAA Regulations and the use of drones with surveillance cameras on Hampstead Heath. We are aware of CAA guidance and are considering a policy on the use of drones in our Open Spaces. We are aware of public concern and the need for public safety.
8. A recent spate of robberies on Hampstead Heath led to an increase in patrols by the Constabulary in the Parliament Hill area. Following one reported robbery a suspect was chased and arrested by a member of the HHC. Following the arrest, he was conveyed to a Metropolitan Police Station. Currently there are no further updates on the outcome of his arrest at the time of writing this report.

### **Partnership Working**

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

### **Aims and objectives of THT Outreach**

- Promotion of “Bin-it campaign and disposal of sex litter.
  - Encouraging the reporting of crime - experienced as well as witnessed.
  - To discourage drug misuse.
  - Encouraging safer sexual behavioural activity.
  - To sign PSE users to support networks including substance misuse projects, mental health teams, counselling, the police and sexual health clinics.
10. Outreach workers suggested a perceived increase in drug paraphernalia in the PSE area, e.g. needles, GBL bottles and small snap bags used for carrying drugs were seen. Users were actively encouraged to bin their sex litter and understood why it was necessary to do so. There were few adverse responses to this intervention. Assumptions of why the users were on the Heath were not made and - on a number of accounts - other users of the Heath (such as local residents, joggers and dog walkers) had a very positive response to the workers after an initial explanation of the project. Sexual health knowledge and awareness and HIV prevention and transmission were good amongst many PSE users. The sex litter seen in the PSE indicated that safer sex is usually practised.
  11. The Dogs Trust continues to attend the Heath once a month and also attended the ‘Give it a Go’ event at Parliament Hill Fields in July 2015. These monthly events took place on Saturdays between 11am and 4pm, and a trial event was also arranged within the grounds of Kenwood House. Upon a request from English Heritage the Constabulary do offer occasional support to Kenwood House staff in cases of emergency and are also often able to pass through the grounds to provide a reassuring presence. This does not detract from their work on the Heath.



12. Communication between the Metropolitan Police (MPS) and the HHC remains at the forefront of the Team's work. HHC were afforded the privilege of being the only outside body to ever be given access to MPS radio transmissions. Such transmissions are regulated by the highest levels of security and allowing HHC this access is clear proof of the professionalism of the Team and the benefit to the MPS of the support they receive from our Constables. In addition to Airwave links are kept strong through engagement in local Safer Neighbourhood Panels and residents meetings.

### **Providing an Effective Frontline Service**

13. HHC continues to provide an effective and efficient policing service on Hampstead Heath and Highgate Wood. During 2015/16 officers dealt with 2,406 incidents, including dealing with medical emergencies and fatalities. This can be extremely stressful for officers but, as ever, they demonstrated their resolve and professionalism. A Sergeant has recently completed training in the facilitation of Critical Incident Debriefing allowing them to work with colleagues who deal with traumatic events in an early, supportive and structured way.
14. In April 2015 officers were called upon to deal with the tragic case of a young man who drowned in the Men's Pond. The victim's community leaders were full of praise for the sensitivity displayed and support given by the Constables. Constables are also the first responders in cases of collapse and cardiac arrest. On 3 separate occasions Constables needed to deploy a defibrillator and assist with CPR procedures.
15. The Lido Response Plan is reviewed by a Sergeant each year and continues to be used by the HHC and Lido staff to manage visitor behaviour within the facility. Effective use of this plan prevented any incidents of serious anti-social behaviour throughout this reporting period.

### **Reports of Misconduct**

16. There have been no formal complaints made against any HHC officers during this reporting period.

### **Constabulary Performance Objectives**

17. The Performance Development Review process was refined by the City of London Corporation for 2015 onwards and the Constables had new more focussed objectives linked to the effective deployment of the police dogs and individual performance around enforcement activity. All Constables successfully completed their performance review year.
18. During the 2015/16 fishing season 283 permits were issued. This is a reduction on the previous year. Unauthorised fishing was dealt with through the issue of 43 formal warnings and 2 prosecutions.
19. Incidents of note during 2015/16 are shown at Appendix 1.



20. HHC dealt with 1,751 enforcement actions in total. This comprised of 11 arrests, 15 summary prosecutions, 907 formal warnings and 818 stop accounts. Constabulary Performance Statistics are shown at Appendix 2.

21. 15 cases were heard at Magistrates Court with a successful outcome (see Appendix 3).

### **Recommendations and Proposals for 2016/17**

22. The Constabulary Management Team produced an Engagement, Education and Enforcement Plan for 2015, which defines the HHC's role as follows:

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

23. The views of this Committee are sought with regard to the HHC continuing with the current Engagement, Education and Enforcement Plan priorities for the period 2016/17 to 2018/19. The current priority activities can be found at Appendix 4. The current priorities provide an over-arching framework within which the HHC will aim to meet or exceed the priority performance indicators.

24. A copy of the Constabulary Engagement, Education and Enforcement Plan 2015 can be found at Appendix 5.

### **Corporate & Strategic Implications**

25. The work of the HHC during 2015/16 continues to meet the City Together Strategy themes of *"protecting, promoting and enhancing our environment and [ensuring it] is safer and stronger"*.

26. The work of the Constabulary meets with the Departmental Strategic Objectives by *"Widening and developing what we offer to Londoners through education, biodiversity and volunteering"*.

27. Two strategic aims in the City Corporation's Corporate Plan 2015 – 2019 also apply to the work of the Constabulary, namely:

- Provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes.
- Provide valued services to London and the nation.

28. The HHC meet the overriding objectives of The Hampstead Heath Management Plan 'Towards a Plan for the Heath 2007 – 2017'

A1 - Recognise the need to be as inclusive as possible, increasing the Heath's availability to a diversity of users.

P1 - Recognise that the Heath's main users are those who come for informal activity and manage informal recreational activities to ensure that as far as is reasonably practical they do not adversely affect others' enjoyment of or the natural aspect of the Heath.

## **Implications**

29. Any legal implications of the Constabulary's work have been included in the body of the report.

30. Costs for any future outreach work provided by an external organisation will be funded from the Superintendents Local Risk Budget.

## **Conclusion**

31. This report sets out the breadth of work undertaken by the HHC in 2015/16 in providing a professional, efficient and effective service for Hampstead Heath. The relatively low level of serious crime and anti-social behaviour on the Heath demonstrates the effectiveness of the uniformed presence of the Constabulary in reassuring visitors and deterring crime.

## **Appendices**

- Appendix 1 - Constabulary – Incidents of Note 2015 / 16
- Appendix 2 - Constabulary Performance Statistics 2015 / 16
- Appendix 3 - Process by Summons – Magistrates Court Cases 2015 / 16
- Appendix 4 - Priority Activities 2015
- Appendix 5 - Hampstead Heath Constabulary, Education and Enforcement Plan 2015

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Appendix 1. Constabulary – Incidents of Note 2015 / 16

<b>Month</b>	<b>Incident of Note</b>
<b>April</b>	Drowning at men's pond / Easter Fair
<b>May</b>	Increase in nitrous oxide use noticed / Whitsun Fair
<b>June</b>	Arrest at men's pond for repeat thefts from changing room
<b>July</b>	Give it a Go Event with Met Police
<b>August</b>	Series of assaults on lone females nr track. Suspect arrested by HHC in Highgate. 2 separate incidents of persons intent on suicide intercepted prior to act. August Fair
<b>Sept</b>	Agreement reached to provide support service to English heritage staff in emergency cases
<b>Oct</b>	Controlled explosion of grenade on Extension. Recovery of numerous items of ammunition from clearing of ponds / Circus protestors
<b>Nov</b>	Cardiac arrest victim Hockey pitch. Defibrillator deployed.
<b>Dec</b>	Patrol Kite Hill NYE 5000+ visitors
<b>Jan</b>	Ponds protest gathering - South End Green
<b>Feb</b>	Large quantity of cannabis plants deposited as waste near Vale of Health / Vehicle found part submerged in Whitestone Pond. Male arrested by HHC for indecent exposure and remanded in custody.
<b>March</b>	Fatality to dog by Vale Pond.

## Appendix 2. Constabulary Performance Statistics 2015 / 16

Incidents Recorded	April 2015 – March 2016
<b>Crime/Anti-Social Behaviour</b>	86
<b>Byelaw</b>	1452
<b>Miscellaneous</b>	868
<b>TOTAL</b>	<b>2,406</b>

Month	Incidents/Occurrences				
	2011/12	2012/13	2013/14	2014/15	2015/16
<b>April</b>	174	125	170	213	245
<b>May</b>	142	210	151	262	198
<b>June</b>	142	163	169	220	295
<b>July</b>	170	198	308	203	233
<b>August</b>	150	228	194	136	224
<b>September</b>	157	157	148	167	200
<b>October</b>	151	165	108	196	234
<b>November</b>	113	134	80	178	126
<b>December</b>	107	120	92	144	156
<b>January</b>	126	128	86	115	155
<b>February</b>	147	110	157	144	164
<b>March</b>	199	134	195	198	176
<b>Total</b>	<b>1,778</b>	<b>1,872</b>	<b>1,858</b>	<b>2,176</b>	<b>2,406</b>

Miscellaneous Incidents	2015/16
<b>Found / Lost Property</b>	132
<b>General Patrol Incident</b>	92
<b>HEMS Landing</b>	7
<b>Information</b>	284
<b>Personal Accident / Injury</b>	53
<b>Suspicious Occurrence</b>	54
<b>Intelligence</b>	23
<b>Missing Person</b>	62
<b>Proactive Tasking Record</b>	161
<b>TOTAL</b>	<b>868</b>

Byelaw Offence	2015/16
<b>Byelaw 2 – Damage, Graffiti</b>	31
<b>Byelaw 3 – Digging</b>	18
<b>Byelaw 5 – Entering Enclosed Areas</b>	16
<b>Byelaw 8 – Camping</b>	81
<b>Byelaw 9 – Remain in Area After Close</b>	5
<b>Byelaw 13 – Bicycles, Motor Vehicles</b>	349
<b>Byelaw 21 – Dog Control</b>	89
<b>Byelaw 26 – Disturbing/III Treatment of Animals</b>	5
<b>Byelaw 31 – BBQ's and Fires</b>	32
<b>Byelaw 32 – Public Decency and Propriety</b>	235
<b>Byelaw 34 – Fighting, Swearing or Betting</b>	35
<b>Byelaw 41 – Fishing, Bathing, Preparation to play games</b>	278
<b>Other</b>	278
<b>Total</b>	<b>1452</b>

Appendix 3. Process by Summons – Magistrates Court Cases 2015 / 16

DATE	BYLAW	OUTCOME	BRIEF CIRCUMSTANCES
16/04/2015	21	Guilty plea. Fine and Costs £575	Dog attacked on another dog
28/05/2015	41	Guilty plea. Fine and Costs £290	Fishing without permit
14/07/2015	21	Guilty plea. Fine and Costs £834	Dog killed moorhen by boating pond
30/07/2015	13	Guilty plea. Fine and Costs £653	Repeat cyclist
26/08/2015	13	Guilty plea. Fine and Costs £420	Repeat cyclist
28/10/2015	31	Guilty plea. Fine and Costs £210	Firework prank on Kite Hill - Filmed for 'You Tube' video
02/11/2015	13	Guilty plea. Fine and Costs £320	Repeat cyclist
02/11/2015	13	Guilty plea. Fine and Costs £320	Repeat cyclist
05/12/2015	41	Guilty plea. Fine and Costs £200	Abusive male fishing without permit
20/01/2016	13 / 45	Guilty plea. Fine and Costs £260	Repeat cyclist gave false name
04/02/2016	21	Awaits court	Dog knocked over female walking across Extension causing injury
04/02/2016	21	Awaits court	Dog knocked over female walking across Extension causing injury
04/02/2016	2 / 13	Guilty plea, Fine and Costs £970	Damage car park fencing to drive off after issued parking penalty notice
10/02/2016	13	Guilty plea. Fine and Costs £20	Repeat cyclist
14/03/2016	21	Awaits court	Dog bit elderly male kite Hill

#### Appendix 4. Priority Activities 2015

	Priority Area	Action Area	Performance Target	2015
1	Dog control	Targeted & intelligence-led patrols in defined dog control areas.	Minimum two patrols daily in dog control hotspots.	Achieved
2	Dog control	Dog control-related incidents.	90% conviction rate for all dog control-related prosecutions.	Achieved
3	Dog control	Promoting responsible dog ownership.	Hold three dog micro-chipping and education Roadshows.	Achieved
4	Cycling	Targeted & intelligence-led patrols in defined non-cycle areas.	Minimum two patrols daily in cycle control hotspots.	Not Achieved
5	Cycling	Cycling-related incidents.	90% conviction rate for all cycling- related prosecutions.	Achieved
6	Cycling	Promoting responsible cycling.	Hold three cycle safety & security events.	Not Achieved (Operational Review - no longer holding specific events)
7	Youth Engagement (litter & anti-social behaviour)	Targeted patrols in areas where high concentrations of school children and young adults will be assembled.	Minimum one patrol daily during peak periods when school children and young adults will be congregated on the Heath.	Achieved
8	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at youth events on the Heath.	Attend youth events - ten events on the Heath with proactive plan to communicate litter & ASB messages.	Not Achieved
9	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at schools surrounding the Heath.	Attend three assemblies at local schools with proactive litter & ASB messages.	Not Achieved – (Consider the support of Learning Team for delivery of these events)
10	Lido	Targeted patrols during periods where there will be high concentrations of visitors to Lido.	Frequency of patrols to be defined by Sergeants based on risk assessment.	Achieved
11	Lido	Reducing instances of serious crime.	Deployment of 'Knife Arch' during defined peak periods.	Lido Response Plan used. (Knife Arch deployed once in 2015 on a wet day)
12	Public sex environments	Targeted patrols to reduce instances of anti-social behaviour, crime and litter.	Frequency of patrols to be defined by Sergeants based on risk assessment.	Achieved
13	Public sex environments	Attend LGBT stakeholder meetings.	Attend 75% of all LGBT meetings held.	Via SAWG Achieved
14	Public sex environments	Supporting Outreach work	Support Terrence Higgins Trust outreach workers on ten occasions per annum.	Achieved





Hampstead  
Heath

Registered Charity

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# Hampstead Heath Constabulary

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Page 103

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

Engagement, Education and  
Enforcement Plan 2015

Welcome to the Engagement, Education, and Enforcement Plan 2013-2015 Hampstead Heath's Constabulary strategy to keep visitors, staff and the environment safe. This plan supports the City of London Corporation Plan 2013 –2017 and the Hampstead Heath Management Plan, 'Towards a Plan for the Heath' 2007 - 2017.

## About Hampstead Heath

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

### Biodiversity in the city

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

### Sport

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

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

**Engagement** - Over 17,000 occasions of providing advice/assistance to the public were logged by Hampstead Heath Constabulary.

**Education** – Over 800 formal warnings were issued to individuals for contravention of byelaw offences.

**Enforcement** – The Hampstead Heath Constabulary made or assisted in 11 arrests and 3 individuals were formally prosecuted for byelaw offences. (data Jan - Dec 2014)

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

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





## What is the Hampstead Heath Constabulary

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

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

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

Page 105



### The Hampstead Heath Constabulary is made up of:-

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

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

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

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

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

# Vision, Values and Environment

## Vision

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

The Constabulary team will achieve this through;

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

## Values

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

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

## Environment

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

### 1. Parliament Hill

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

### 2. Golders Hill Park

Zoo, Café, Tennis Courts

### 3. Ponds

Mens, Ladies and Mixed Bathing Pond and angling ponds

## Performance Highlights

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

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

The Constabulary successfully prosecuted a number of people relating to dog control offences. In one case where a dog was fatally injured the walker of the offending dog was fined £80 and ordered to pay costs of £55 plus a victim surcharge of £15. In relation to this incident, the owner of the dog was fined £350 and was ordered to pay costs of £400 plus a victim surcharge of £15.

Weeks before the commencement of the 2012 Olympics, Constabulary officers, the Metropolitan Police and City of London staff, through the usage of good intelligence and speed of action, were able to evict peacefully Occupy London Camp activist within 24 hours of them setting up an illegal camp on Hampstead Heath.

In 2014 Constabulary provided a full complement of officers, to the 'Give it a Go Event' at Parliament Hill. Attracting in excess of 7,000 visitors, the Constabulary undertook high visibility patrols, ensuring that visitor were safe throughout the event and presented a dog display with the teams police dogs.

Popular fairs at East Heath during Easter, Whitsun and August attract significant numbers of visitors. The high visibility presence of the Constabulary results in no reports of serious crime or anti-social behaviour.

The Constabulary regularly undertook pre-planned and spontaneous operations to combat the committing of cycling byelaw offences on the Heath. An issue with both environmental and safety implications, the Constabulary successfully prosecuted offending individuals. In one case a persistent offender received a fine and cost award against them of £490.

To better monitor and manage angling on the Heath, the Constabulary conducted a review of the existing angling permit system in place. As a result changes have been made to the system that will ensure both environmental improvements and reduction in the commission of byelaw offences in this area.

In support of responsible cycling by visitors using the Heath, the Constabulary held two Cycle Safety and Security events. Providing cycling advice and guidance, the events were also an opportunity for attendees to have their cycle security marked.







## Priorities

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

Page 108

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

## Priority Performance Indicators

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

	Priority Area	Action Area	Performance Target
1	Dog control	Targeted & intelligence led patrols in defined dog control areas	Minimum two patrols daily in dog control hotspots
2	Dog control	Dog control related incidents	90% conviction rate for all dog control related prosecutions
3	Dog control	Promoting responsible dog ownership	Hold 3 dog micro chipping and education Roads Shows
4	Cycling	Targeted & intelligence led patrols in defined non cycle areas	Minimum two patrols daily in cycle control hotspots
5	Cycling	Cycling related incidents	90% conviction rate for all cycling related prosecutions
6	Cycling	Promoting responsible cycling	Hold 3 cycle safety & security events
7	Youth Engagement (litter & anti-social behaviour)	Targeted patrols in areas where high concentrations of school children and young adults will be assembled	Minimum 1 patrol daily during peak periods when school children and young adults will be congregated on Heath
8	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at youth events on the Heath	Attend youth events - 10 events on Heath with proactive plan to communicate litter & ASB messages
9	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at schools surrounding Heath	Attend 3 assemblies at local schools with proactive litter & ASB messages
10	Lido	Targeted patrols during periods where there will be high concentrations of visitors to Lido	Frequency of patrols to be defined by Sergeants based upon risk assessment
11	Lido	Reducing instances of serious crime	Deployment of 'Knife Arch' during defined peak periods.
12	Public sex environments	Targeted patrols to reduce instances of anti-social behaviour, crime and litter	Frequency of patrols to be defined by Sergeants based upon risk assessment
13	Public sex environments	Attend LGBT stakeholder meetings	Attend 75% of all LGBT meetings held
14	Public sex environments	Supporting Outreach work	Support Terrence Higgins Trust outreach workers on 10 occasions per annum



### Contact Information

The Constabulary can be contacted on the following number

By telephone: 020 8340 5260

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

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

### Face to face

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

Email: [HH-Constabulary@cityoflondon.gov.uk](mailto:HH-Constabulary@cityoflondon.gov.uk)

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

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

Email: [HH-Constabulary@cityoflondon.gov.uk](mailto:HH-Constabulary@cityoflondon.gov.uk)

Web: [www.cityoflondon.gov.co.uk/hampsteadheath](http://www.cityoflondon.gov.co.uk/hampsteadheath)

Twitter: [www.twitter.com/CityCorpHeath](http://www.twitter.com/CityCorpHeath)

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Committee:		Date:
Hampstead Heath, Highgate Wood and Queen's Park Committee	- For information	16 May 2016
Queens Park Joint Consultative Committee	- For information	21 June 2016
Hampstead Heath Consultative Committee	- For information	27 June 2016
Highgate Wood Joint Consultative Committee	- For information	9 November 2016
Subject:		Public
2016 to 2019 Open Spaces Business Plan		
Report of:		For information
Director of Open Spaces		
Report author:		
Gerry Kiefer, Open Spaces		

## Summary

The report outlines to Members the Department's Business Plan for the period 2016 to 2019. The Plan emphasises the Department's vision and objectives as well as the open space's charitable objectives. The plan was agreed at the Open Spaces and City Gardens Committee on 18 April 2016.

The Business Plan details fifteen key action themes over a five year period that will deliver these departmental and charitable objectives. In order to manage performance, twenty four 'SMART' performance indicators have been proposed. This will enable the Department to show, over a three year period that it is working towards continuous improvement. A summary of the key actions and performance indicators is attached as appendix 1.

Acknowledging that the management of risk is a key factor for the Department, the departmental risk register has been reviewed and considered in the development and production of this Business Plan (appendix 2).

## Recommendation

Members are asked to:

- Note the Open Spaces 2016 – 2019 Business Plan.

### 1. Background

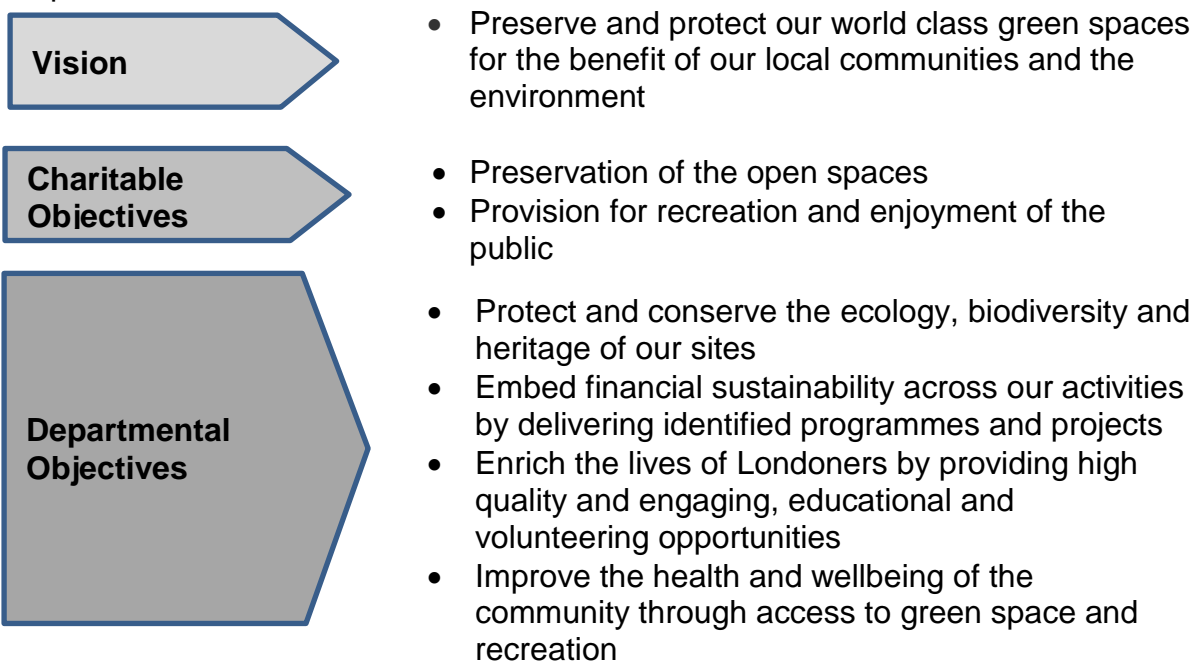
- 1.1. The City of London's Business Plans are developed at a Departmental level. These annual plans set out the Department's vision, objectives, actions and measures of achievement over a three to five year term.
- 1.2. The Business Plan recognises that Open Spaces provides services both as a local authority (City Gardens and the City of London Cemetery and Crematorium) and through its eight charitable trusts.
- 1.3. The Plan performs a number of functions for the Department. It helps inform our staff, other Departments, senior officers and Members about the range of services and activities that we will be delivering over the next three to five

years. It provides a useful background for new Members of staff and is a useful reference point for partners.

- 1.4. The 2015/18 Business Plan focussed on our themed Programmes and Projects to highlight the importance of cross departmental work in driving forward service improvement and delivering our Service Based Review savings. This approach has led to the start of a cultural transformation within the Open Spaces Department with officers beginning to work more collaboratively and supportively and openly sharing their knowledge, experience and skills across divisions and departments.

## **2. Current Position**

- 2.1. As our Programmes and Projects move into year two of delivery, this year's Business Plan brings attention to the considerable amount of significant 'other' work that is planned to take place across the Department.
- 2.2. The Business Plan details the Department's Vision, Departmental objectives and the charitable objectives. These inform and direct the work of the Department.



## **3. Proposals**

- 3.1. The key areas of work for the Department are identified within the Business Plan's Key Actions section (summarised in appendix 1 and provided in detail in appendix 3). The Key Actions identify the departmental objectives and details the three to five year actions to deliver the objectives, identifying key milestones, success measures, lead officers and partners and how these actions cross reference to the organisation's strategic aims and priorities. An additional objective to 'improve service efficiency and workforce satisfaction' is included together with relevant key actions.
- 3.2. Many of the key action themes relate to the whole department and Hampstead Heath, Highgate Wood and Queen's Park will play a part in helping to achieve these by delivering on specific actions including:



#### Key action theme a)

Continue to develop and implement strategies that direct the management of our open spaces – specifically:

- Develop, draft, consult and produce the Hampstead Heath management plan.

#### Key action theme b)

Develop and implement effective water management plans – specifically:

- Complete the Hampstead Heath Ponds Project.

#### Key action theme l)

Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces – specifically:

- Refurbish tennis courts at Queens Park
- Successful partnership with the Lawn Tennis Association

3.3. A full list of the key actions is summarised in appendix one and provided in detail in appendix three.

3.4. In order to develop the service's performance management and strive for continuous improvement, twenty four Specific, Measurable, Achievable, Relevant and Time bound (SMART) Performance Indicators are proposed (summarised in appendix 1 and provided in detail in appendix 4). By setting targets for three years the Department will endeavour to sustain ongoing planned improvement, collect reliable baseline data where necessary to enable performance measurement, and make longer term improvements where annual measures are too limited.

3.5. A performance indicator for learning and development has not been included as there is currently no comprehensive process or system to capture the amount and/or benefit of training that staff receive. The Department will work with HR to develop a measure that is reliable, consistent and reflective of the Department's learning and development offer so that a new performance indicator can be included in the 2017/18 Business Plan.

## **4. Corporate & Strategic Implications**

4.1. The Business Plan identifies how the department's improvement activities will support the aspirations of the organisation, as reflected in the Corporate Plan. The key actions particularly support the organisation's core value of: Working in partnership.

4.2. Delivering the Business Plan will support the Corporation's strategic aims to:

- SA2 - Provide modern, efficient and high quality local services, including policing, within the Square mile for workers, residents and visitors
- SA3 - Provide valued services, such as education, employment, culture and leisure to London and the nation.

4.3. In addition it will deliver the key policy priorities: KPP2, KPP3, KPP4, and KPP5 as defined in the [Corporate plan](#).

## **5. Implications**

5.1. **Risk** - The risks associated with delivering this Business Plan have been considered. Risks are managed at a divisional level and will be reported to

Members in the summer. Those risks which cut across divisions and/or would have an impact which would be felt beyond the division are reported at a Departmental level. These Departmental risks are included within the Business Plan (appendix 2). There are currently ten Departmental risks and one Corporate risk:

**Departmental risks:**

- Ensuring the health and safety of staff, contractors and public
- Extreme weather
- Delivering the departmental Programmes and Projects
- Animal, plant and tree diseases
- Impact of housing / highways development
- Recruiting and retaining appropriately skilled staff
- Breaking Ground
- Water management
- Limited financial resources

**Corporate risk**

- Hampstead Heath Ponds

5.2. **Property** - Officers will continue to progress the outcome of the 2015/16 property asset review in collaboration with the City Surveyor to ensure that Open Spaces' assets are being used efficiently and effectively.

5.3. **Finance** - The Open Spaces 2015/16 Service Based Review identified that £2,189,000 savings would be made over three years. Savings of £699k have been achieved in year 1 (2015/16) and further savings of £721k and £769k are required in years two and three, respectively. Our Business Plan recognises this level of savings.

6. **Conclusion**

6.1. The Business Plan sets the direction for service delivery across Open Spaces over the next three to five years. It shows how we will deliver not only against our own objectives and vision but also those of the Corporation. We have carefully considered risk management in the process of developing our Business Plan and have set ourselves targets for continuous improvement.

**Appendices**

- Appendix 1 – Summary Key Actions and Performance Indicators
- Appendix 2 – Departmental Risk Register
- Appendix 3 – Detailed Key Actions
- Appendix 4 – Detailed Performance Indicators

**Background Papers**

A full copy of the Business Plan is available from the Members room and can be provided on request by Democratic Services officers.

**Gerry Kiefer**

Directorate Business Manager

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## **APPENDIX 1: SUMMARY BUSINESS PLAN**

<b>Open Space's Strategic Vision is to:</b>	<b>Preserve and protect our world class green spaces for the benefit of our local communities and the environment.</b>	
<b>Our Departmental Values are:</b>	<b>Quality:</b> <b>Inclusion:</b> <b>Environment:</b> <b>Promotion:</b> <b>People:</b>	Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation. Involve communities and partners in developing a sense of place through the care and management of our sites. Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations. Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living. Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance
<b>Our Charitable Objectives are:</b>	Preservation of the open spaces Provision for recreation and enjoyment of the public	
<b>Our Departmental Objectives are:</b>	<b>OSD1:</b> <b>OSD2:</b> <b>OSD3:</b> <b>OSD4:</b>	Protect and conserve the ecology, biodiversity and heritage of our sites Embed financial sustainability across our activities by delivering identified programmes and projects Enrich the lives of Londoners by providing high quality and engaging educational and volunteering opportunities Improve the health and wellbeing of the community through access to green space and recreation
<b>Our Key Actions to achieve these departmental objectives are:</b>	<b>PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES</b> <ul style="list-style-type: none"> <li>a) Continue to develop and implement strategies that direct the management of our open spaces</li> <li>b) Develop and implement effective water management plans</li> <li>c) Develop a long term Wanstead Park conceptual options plan</li> <li>d) Deliver the Kenley Revival project</li> <li>e) Achieve museum accreditation and develop arising opportunities</li> </ul> <b>EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS</b> <ul style="list-style-type: none"> <li>f) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings</li> <li>g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure</li> <li>h) Actively engage in key corporate procurement opportunities</li> </ul>	

- i) Ensure sustainable provision of the Cemetery and Crematorium service

**ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES**

- j) Embed the new Learning Programme across the Department
- k) Develop volunteering across our sites

**IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION**

- l) Work with partners to create open spaces within the boundary of the City of London
- m) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.

In addition to delivering these departmental objectives we will also deliver actions to:

**IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION**

- n) Ensure the health and welfare of our skilled and motivated staff
- o) Make more effective use of IT and adopt 'smarter' ways of working

## SUMMARY PERFORMANCE INDICATORS

Our Performance Indicators have been identified over a three year period to drive continuous improvement and recognise the timescales sometimes required to see transformation. NB: For details regarding the targets for these PI's please see appendix 4.

**PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES**

1. Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019.
2. Retain 12 green heritage awards and increase this to 13 sites by 2018/19.

**EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS**

3. Achieve our Departmental net local risk budget.
4. Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's.
5. Increase the number of burials.
6. Increase the number of cremations.
7. As a minimum, achieve local risk Cem & Crem income target.

- 8. Reduce utility consumption.
- 9. Reduce fuel consumption.
- 10. Increase electricity generation.

**ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES**

- 11. Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.
- 12. Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families.
- 13. Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic Groups or under-represented groups.
- 14. Increase the amount of supported volunteer work hours.
- 15. Increase the amount of unsupported volunteer work hours.

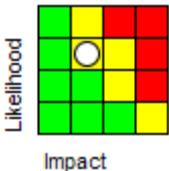
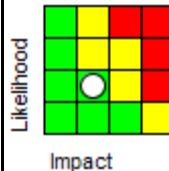

**IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION**

- 16. Increase the amount of tennis played across our sites.
- 17. Increase the amount of football played across our sites.
- 18. Increase the number of golf visits at Chingford Golf Course.
- 19. Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.
- 20. Increase the number of 'visitors' to the Open spaces webpages.

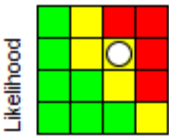
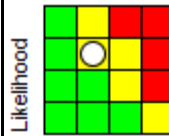
**IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION**

- 21. Increase the percentage of H&S accidents that are investigated within 14 days.
- 22. Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.
- 23. Reduce the average number of FTE working days lost per FTE due to long term sickness absence.
- 24. Increase the percentage of Open Spaces staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.

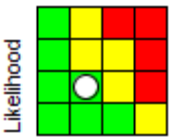
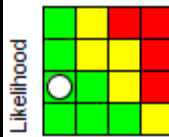

## Appendix 2: DEPARTMENTAL RISK REGISTER

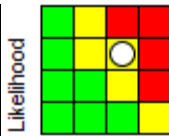
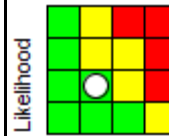

Risk no, Title, Owner		Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 001</b> <b>Ensuring the Health &amp; Safety of staff, contractors and public</b>  Sue Ireland		<p><b>Causes:</b> Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes</p> <p><b>Event:</b> Staff or contractors undertake unsafe working practices</p> <p><b>Impact:</b> Injury or death of a member of the public, staff, or a contractor</p>		6		4	01-Aug-2017	          Decreased Risk Score
Action no, Title, Owner		Description			Managed By		Due Date	
OSD 001 an annual cycle of H&S audits		H&S leads carry out annual divisional self-assessment audits which are then validated via site visits by H&S leads from other divisions every other year. The outcomes are reported to the Quarterly H&S Group and the OS&CG Committee annually. The process is supported by set-up meetings at the start of the cycle and a feed-back meeting after the validation visits to review lessons learnt and departmental issues for escalation. Local Improvement Plan actions from previous audit followed up by divisional management teams. The process both supports officers in their divisional roles through shared good practice and provides assurance of continuous improvement.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2017	
OSD 001 b Monitoring & review of incidents and accidents		Summary of incident details, actions taken and lessons learnt reviewed at the departmental Quarterly H&S Group. Annual statistics sent to the Open Spaces & City Gardens Committee and shared with the departmental H&S Group			Technical Manager		01-Apr-2017	
OSD 1 c Risk Assessments		Generic RA produced by a departmental working group of H&S leads, for guidance and consistency. Local H&S risk registers maintained by divisions and RA produced locally for tasks undertaken based on generic RA and local factors. The RA incorporate a dynamic element where appropriate in response to variable conditions. The RAs are then used to generate Safe Systems of Work as generic documents for the department subject to local amendment for divisional requirements where necessary.			Technical Manager		01-Apr-2017	
OSD 1 d Best practice shared through quarterly H&S Group		Meeting chaired by the Director and with a high level of support from Central H&S officers (TC and CS Departments), with all OS divisions represented,			Technical Manager		01-Apr-2017	

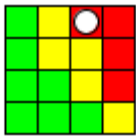
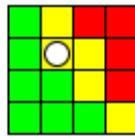
	results in good communication of key information and early highlighting of issues.		
OSD 1 e Review of safe systems of work	Reviews are undertaken annually and following every incident / accident by divisions and where appropriate the generic documents are reviewed by the Risk Assessment Group.	Technical Manager	01-Apr-2017
OSD 1 f Member challenge of H&S management	Annual report on Health & Safety to Open Spaces and City Gardens	Technical Manager	01-Apr-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 002</b> <b>Extreme weather</b> Due Ireland	<p><b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p><b>Event:</b> Severe weather at one or more site</p> <p><b>Impact:</b> <b>Service</b> capability disrupted, incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.</p>	 Likelihood Impact	12	 Likelihood Impact	6	31-Mar-2019	↔  No change
Action no, Title, Owner	Description			Managed By		Due Date	
OSD 2 a Proactive response to weather warnings	Alerts issued to staff, communication at sites and via social media around potential impacts. Storm monitoring and management and closure policies across all sites			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	
OSD 2 b Review of site emergency plans	Site emergency plans reviewed annually and following incidents if appropriate			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	
OSD 2 d Planting choices	Consider impacts of climate change when considering plants to purchase - tree canopy, annual bedding vs herbaceous perennials			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	

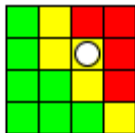
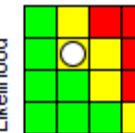



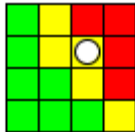


Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 003</b> <b>Delivering the Departmental Road Map Projects and Programmes</b>  Sue Ireland	<b>Causes:</b> Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate <b>Event:</b> Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes <b>Impact:</b> Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.	 Likelihood Impact	4	 Likelihood Impact	2	31-Mar-2018	  Decreased Risk Score
Action no, Title,	Description	Managed By				Due Date	
OSD 3 a Departmental Roadmap	Roadmap sets out departmental projects and key corporate projects with timescales and RAG status	Directorate Business Manager				31-Mar-2018	
OSD 3 b Opportunity Outlines	All roadmap projects start with an opportunity outline	Sue Ireland				01-Apr-2016	
OSD 3 c Departmental Training	Training for the Departmental Management Team and their direct reports	Directorate Business Manager				30-Mar-2016 and when required	
OSD 3 d Year One review	Review and implement the actions arising from the year one Programmes and Projects Review	Directorate Business Manager; Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks				30 June 2016	
OSD 3 e Resistance to change	Careful consideration of level of community and consultative committee engagement to inform changes to operational delivery which may otherwise result in resistance from the public and Members. Improve COL messaging in relation to need to make changes to operational management of sites to improve the efficiency and financial effectiveness of the open space thus avoiding negative public relations and adverse media.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks; Directorate Business Manager;				31-Mar-2018	

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 004 Poor Repair and Maintenance of buildings</b>  Sue Ireland	<b>Causes:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues  <b>Event:</b> Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.  <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	 12	 4	31-Mar-2019	  No change		
Action no, Title		Description			Managed By		Due Date
OSD4 a Engage in corporate process of rationalising operational property		Part of the cross cutting corporate review. OS progressing outcomes of the operational property review			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		Review regularly
OSD4 b Asset lists to be reviewed		Each superintendent to review their asset list and agree changes			Sue Ireland; Directorate Business Manager		01-Apr-2017
OSD4 c Improve communication with CS MITIE client officers		Regular meetings held between CS client officers and OS site staff to discuss and raise concerns re BRM performance. Regular asset inspection. CS attend SMT monthly where issues escalated.			Directorate Business Manager		01-Jul-2017
OSD4 d Input into development of new Building repairs and maintenance contract		Each OS division has a representative on the BRM customer working group. SLT receive feedback from BRM customer working group meetings. Business Manager attends Facilities Services Category Board at which BRM is one of the categories.			Gary Burks; Directorate Business Manager		01-Jul-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 005</b> <b>Animal, Plant and Tree Diseases</b>  Sue Ireland	<p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM ), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>	 Likelihood Impact	16	 Likelihood Impact	6	31-Mar-2019	↔  No change

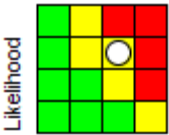
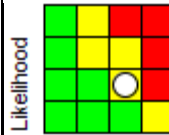

Action no, Title,	Description	Managed By	Due Date
OSD5 a Monitoring Programmes	Lackey/Brown Tail/Oak Processionary/Gypsy Moth monitoring programmes in place. Pilot treatments of Horse Chestnut infected with Leaf Miner Moth at EF.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 b Treatment of any OPM sites	Treatment will be depend on lifestyle of the OPM but to be undertaken as early as possible. Pheromone traps in place for OPM.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 c Cattle biosecurity	Movement of cattle to be controlled to reduce risk of disease	Andy Barnard; Paul Thomson	Review 6 monthly
OSD5 d Plant and tree procurement	Sourcing to be controlled to minimise spread of disease	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 e Engagement with leading partners	Active involvement with leading partners such as Forestry Commission and Natural England. Membership of relevant forums to keep knowledge updated	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 f Relevant training	Staff trained and have specialist subject knowledge. Biosecurity measures are in place across the Division for staff, volunteers and contractors	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 006</b> <b>Impact of Housing / Highways Development</b>  Sue Ireland	<b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities  <b>Event:</b> Major development near an open space  <b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	 Likelihood Impact	12	 Likelihood Impact	6	31-Mar-2019	  Increased Risk Score
Action no, Title	Description			Managed By		Due Date	
OSD 6 a Proactive responding to planning applications	Superintendents and their teams monitor local planning applications and respond to those which may impact upon the City's open spaces.			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock		Review 6 monthly	
OSD 6 b Engagement in Local Development Plan process	Engagement and close partnership working with neighbouring planning authorities as local planning policy documents are revised to lobby for enhanced protection of open spaces sites and their environs			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock		Review 6 monthly	
OSD 6 c Impact monitoring	Active monitoring of pollution, visitor numbers (where possible), environmental impacts. Ground renovation works planned to alleviate compaction issues.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		Review 6 monthly	

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 007</b> <b>Recruiting and retaining appropriately skilled staff</b>	<b>Cause:</b> Failure to provide attractive employment prospects for skilled staff.  <b>Event:</b> Staff capacity greatly reduced as skilled workers move to other fields.  <b>Impact:</b> Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.	 Likelihood Impact	12	 Likelihood Impact	2	01-Apr-2017	

Page 12 of 24

Sue Ireland							Decreased Risk Score
Action no, Title		Description			Managed By		Due Date
OSD 7 a Diversity networks		Staff encouraged to join and engage with their peers across the City			Sue Ireland		Review 6 monthly
OSD 7 b Implementing IIP Review outcomes		IIP used as a process of continuous improvement			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 7 c Training Plans		Training plans developed at divisional and departmental level to ensure that staff are appropriately trained to carry out their duties in a safe and effective manner and to identify shared training needs and opportunities			Directorate Business Manager		30-June-2017
OSD 7 d Succession planning		Work with HR to develop staff development planning and succession plans. Workforce development plan being finalised and then to be implemented (16/17) Consider opportunities for additional apprenticeships			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 7 e PDR process		Utilisation of the PDR process to set clear objectives and behaviours, monitor progress and review outcomes			Andy Barnard; Gary Burks; Directorate Business Manager; Martin Rodman; Paul Thomson; Bob Warnock		01-May-2016
OSD7 f Autonomy of Chief Officers to aid recruitment and retention		Corporate review of practices associated with appraisals and recruitment			Sue Ireland;		31-Mar-2017

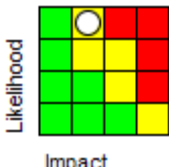
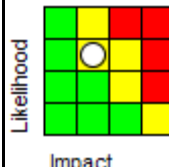

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>OSD 008 Breaking Ground</b>  Sue Ireland	<b>Cause:</b> Unmapped hazardous underground infrastructure such as electric cables, gas, oil or water. Exposure to unexploded ordnance, etc.  <b>Event:</b> Digging or insertion below ground on our sites  <b>Effect:</b> Danger of electrocution, flooding, explosion or pollution resulting in major injury, fatality or service disruption.	 Likelihood Impact 12	 Likelihood Impact 8	31-Mar-2017	  No change

Action no, Title, Owner	Description	Managed By	Due Date
OSD 008 a New procedures and permit to work system being implemented	Permit to work system for contractors trialled and implemented at Epping Forest, being rolled out at other sites over the next year.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 008 b Training and Awareness for Staff / Contractors of Risks	Ongoing training action to be overseen by OS Technical Manager.	Technical Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

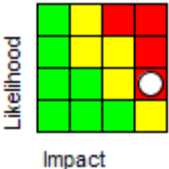
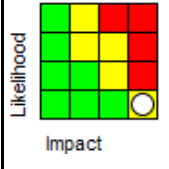

Page 125

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD 009 Water Management  Sue Ireland	<p><b>Causes:</b> Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility</p> <p><b>Event:</b> Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse</p> <p><b>Impact:</b> Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Damage to/loss of habitat and associated rare species. Reputational harm.</p>	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	8	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	4	31-Mar-2019	<div>↔</div> <div>No change</div>	
Action no, Title		Description				Managed By		Due Date
OSD 9 a Regular monitoring		Biannual Panel Engineer Inspections of 5 Large Raised Reservoirs (LLR) and 3 Monitored Sub-LRRs @ Epping Forest. Internal inspection regimes/condition assessments undertaken.				Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly
OSD 9 b Improvement works identified		Scoping evaluations underway for Baldwins Pond and Birch Hall Park Pond Eagle Pond outward dam toe to be surveyed. Temporary overflow fitted to Birch Hall Pond to stop risk of overtopping. Options costed and Gateway 4 report drafted Highams Park Lake Dam LRR completed 2015/16				Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly



Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>OSD 010</b> <b>Limited financial resources</b>  Sue Ireland	<b>Cause:</b> limitations of local risk budget, pressure for limited resources from other COL departments, inability to provide match funding to attract external resources  <b>Event:</b> Failure to deliver OS Business Plan. Inability to address actions identified within the risk register.  <b>Effect:</b> Failure/reduced ability to deliver quality services to the public,	 Likelihood Impact	 Likelihood Impact	31-Mar-2019	  No change

Action no, Title	Description	Managed By	Due Date
OSD 10 a Maximise external funding opportunities	Identify and apply for external funding. Maximise opportunities for funding for charitable elements of the Department. Develop partnerships to maximise opportunities. Funding Board established to co-ordinate, steer funding applications.	Directorate Business Manager	31-Mar-2017
OSD 10 b Capital funding need identified	Costed options developed. Gateway submissions made for identified projects.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 10 c Increase Income	Identify opportunities for increasing income through new opportunities or by reviewing existing fees and charges	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 10 d Improve efficiency	Use Programmes and Projects to identify opportunities for improved efficiency of service delivery	Directorate Business Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>CORPORATE RISK 11</b>  Hampstead	<b>Cause:</b> The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping  <b>Event:</b> Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams	 Likelihood Impact	 Likelihood Impact	31-Oct-2016	  No change

<b>Heath Ponds - overtopping leading to dam failure</b>	<b>Impact:</b> Loss of life within the downstream community and disruption to property and infrastructure - including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.						No change
Sue Ireland; Paul Monaghan	The Ponds Project has been initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping						
Action no, Title		Description				Managed By	Due Date
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency		Regular monitoring of budget and risk provisions				Paul Monaghan	31-Oct-2016
CR11 b Agreement of methods of working with utilities		Agreement of methods of working with utilities - achieved				Paul Monaghan	31-Oct-2015
CR11 c Site supervision by DBE and OS to ensure appropriate H&S procedures		Regular review of H&S and working practices - in particular movement of vehicles				Paul Monaghan	31-Oct-2016
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG		Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role				Paul Monaghan; Bob Warnock	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to check for nesting birds		As per planning consent and conditions				Paul Monaghan	31-Oct-2016
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM		To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints				Paul Monaghan; Bob Warnock	31-Oct-2016
CR11 h Resolution of issues with adjoining land owners		There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case - via transfer, access agreements or registration as co-undertakers with the EA.				Paul Monaghan	31-Oct-2015
CR11 i Approval of designs for Highgate 1		The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.				Paul Monaghan	31-Oct-2015

## City of London Corporation Risk Matrix

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

### Likelihood criteria

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

### Impact Criteria

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

### Risk Scoring Grid

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

### Risk Definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

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

## **APPENDIX 3 – KEY ACTIONS: 2016 to 2021**

This appendix shows our key actions over the next five years and how they link to the [Corporate Plan's](#) strategic aims and key policy priorities as well as our [Departmental objectives and values](#). Please see key at bottom of tables.

<b>Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Key Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
<b>a) Continue to develop and implement strategies that direct the management of our open spaces</b>	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented  Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers  CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
b) Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Engineering works completed – Oct 16  Planting and landscaping works completed – Oct 2017	Works completed on time and on budget: £21,198,475	Bam Nuttal NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH	Quality Environment	KPP 4
	Progress delivery of the Burnham Beeches pond embankments project	<ul style="list-style-type: none"> <li>Consultants engaged to conduct biological survey – 2016/2017</li> <li>Funding routes identified – 2016/17</li> <li>Funding secured 2016 to 2019</li> </ul>	<ul style="list-style-type: none"> <li>Funding secured</li> <li>Embankments works delivered to the required standard within budget</li> </ul>	Conservation Officer	EFCC	Quality Environment	SA 3
c) Develop a long-term Wanstead Park conceptual	To identify and prioritise opportunities for capital investment and potential changes in management to conserve, and/or	<ul style="list-style-type: none"> <li>Conceptual options plan – Autumn 2017</li> <li>Stakeholder consultation – Autumn 2017</li> </ul>	Committee approval received at appropriate stages.  Direct works programme	EF Operations team  Built Environment	EFCC	Quality Environment	SA3  KPP 3 KPP5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
options plan	restore many aspects of Wanstead Park	<ul style="list-style-type: none"> <li>Funding strategy – Autumn 2017</li> <li>Project consultants engaged – Autumn 2017</li> <li>Internal improvement works plan implemented – Autumn 2017</li> <li>Funding obtained - 2019</li> <li>Hydrological and other monitoring activity established - 2019</li> <li>Capital and maintenance works plan prepared - 2019</li> <li>Major capital works tendered and contractors appointed - 2019</li> </ul>	<p>initiated.</p> <p>Conceptual Options plan agreed</p> <p>Costed capital and maintenance works plan agreed</p> <p>Funding secured</p> <p>Major capital works contractors appointed</p>				
<b>d) Deliver the Kenley Revival project</b>	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	<p>Capital conservation works commence June and finish September 2017.</p> <p>Project completion - February 2019.</p>	<p>Structures conserved and removed from the Heritage At Risk Register.</p> <p>10,600 hours of volunteering.</p> <p>Number of visits increased by 19,000 above year 1 baseline.</p>	<p>Head Ranger</p> <p>Kenley Airfield Friends Group</p> <p>Historic England.</p>	EFCC	Quality Inclusion Environment Promotion	<p>SA3</p> <p>KPP 5</p>
<b>e) Achieve museum accreditation</b>	Submit full Museum Accreditation application to Arts Council England for The View (Epping	Museum Accreditation Submission – end May 2016	<p>Achieve museum accreditation status</p> <p>Visitor Attraction Quality</p>	<p>FCO: Heritage and Interpretation</p> <p>Head of Visitor</p>	EFCC	Promotion Quality	<p>SA3</p> <p>KPP 5</p>



Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
and develop opportunities arising	Forest Collection)  Complete collections rationalisation programme Quantify visitor experience aspects of the museums accreditation	Inventory and condition reports completed – March 2019	Assurance Scheme awarded for The View	Services			

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
<p>Page 132</p> <p>Deliver our Programmes and Projects, some of which will deliver departmental SBR savings</p>	<p>Develop and deliver and our Programmes and Projects:</p> <ul style="list-style-type: none"> <li>Learning Programme</li> <li>Sports Programme</li> <li>City of London Corporation (Open Spaces) Bill</li> <li>Promoting Our Services Programme</li> <li>Energy Efficiency Programme</li> <li>Fleet and Equipment Review Programme</li> <li>Wayleaves Programme</li> <li>Lodges Review Programme</li> <li>Car Parks Programme</li> <li>Café's Programme</li> <li>Funding Programme</li> </ul>	<p>Highlight reports to SLT monthly</p> <p>Quarterly reports at OP &amp; CG, WHP, EF&amp;CC, HH,HW&amp;QP committees.</p> <p>'Four monthly' reports to Port Health and Environmental Services Committee</p> <p>Sept and Jan budget meetings</p> <p>Financial Year End.</p>	<p>Greater officer cross divisional /departmental working, sharing of knowledge and experience.</p> <p>Savings achieved: 16/17 = £721k 17/18 = £769k</p>	<p>Various Programme Executives and Leads</p> <p>OSPSU</p> <p>SLT</p> <p>Other COL Departments: Comptroller and City Surveyors Remembrancers City Surveyors Chamberlains Built Environment Town Clerks</p>	<p>OSCG WHP EFCC HH PH</p>	<p>Environment People</p>	<p>KPP 2 KPP 4 KPP 5</p>

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	<p>Alternative use realised for West Ham Park Nursery</p> <p>Lodge Review: Properties confirmed as</p> <ul style="list-style-type: none"> <li>Retain</li> <li>Surplus for letting</li> <li>Surplus for disposal</li> </ul> <p>Committee reports for properties identified as surplus for disposal and/or letting</p>	<p>Reports produced for relevant committees.</p> <p>City of London Corporation (Open Spaces) Bill approved – 2018/19</p> <p>Demolition of redundant toilet block - 2016/17</p>	<p>Committee approvals granted.</p> <p>CS identify alternate use and properties removed from OS portfolio</p> <p>Additional income generated from surplus properties</p> <p>Additional burial space created</p>	<p>All Superintendents</p> <p>City Surveyors</p> <p>Remembrancers</p> <p>Comptroller &amp; City Solicitors</p> <p>Local Planning Authorities</p> <p>Chamberlains</p>	OSCG WHP EFCC HH PH	Environment	KPP 2  KPP 4
h) Actively engage in key corporate procurement opportunities	Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract	Input into BRM Customer Working Group – regular meetings up until July 2017	<p>Input into BRM specification</p> <p>Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces</p>	OS Customer working group reps SLT City Surveyors	OSCG	Quality People	KPP 2
i) Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	<p>Project Gateway submitted – early 2017 for Gateway 1 / 2</p> <p>Options appraisal completed and funding agreed – 2018/19</p> <p>Procurement process completed, contract awarded and cremators</p>	<p>New cremators operational</p> <p>Cremators are fully abated</p>	<p>Cem &amp; Crem Superintendent</p> <p>Chamberlains – City Procurement</p> <p>City Surveyors</p>	PH	Quality	SA3  KPP 2 KPP 4

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		installed 2020/21					
	Complete the soft and hard landscaping on the Shoot	Hard landscaping – 2016/17  Soft landscaping, planting – 2019  Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	Environment	KPP 2 KPP4

Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
<b>g) Embed the new Learning Programme across the Department</b>	Create, develop and establish the new Learning Team across the Department  Deliver the CBT funded programme 'Green Spaces, Learning Places'  Develop and implement monitoring and evaluation framework  Obtain additional funding to support delivery and development of the Learning Programme	Recruitment completed to vacant posts – June 2016  Appoint evaluation consultant to deliver framework - August 2016  Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019  Develop and implement a fundraising plan - ongoing	11,500 people per annum engaged through the programme.  Targets achieved for CBT and reported  £763k additional / external funding secured	Head of Learning  Learning Team  RSPB  London Youth  London Parks and Green Spaces Forum  NLOS, EF and WHP	OSCG EFCC WHP HH	Quality Inclusion Environment Promotion People	SA3  KPP 4 KPP 5
<b>h) Develop volunteering</b>	Create and enable increased opportunities for 'supported' and	New volunteering opportunities developed - ongoing	Volunteering baseline data captured.	Superintendents  Learning Team	OSCG WHP EFCC	Inclusion Environment Promotion	SA 3  KPP 5

Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
across our sites	'unsupported' volunteering to assist in the delivery of our services	Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.	Volunteering targets achieved for externally funded schemes: Kenley Common and Learning Programme.  Increased use of volunteers particularly at West Ham Park, Cem & Crem  Increased number of volunteers establishing themselves as 'stand-alone' groups	Kenley Project		People	

Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
k) Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	Eastern section - installation of mature trees and landscaping (April to July 2016)  Western section – tree planting and installation of landscaping January 2017  Remaining landscaping - March 2018	Increase of green space to the Eastern quarter of the City  Improved air quality  Increase of biodiversity opportunities  Improved pedestrian and cycling facilities	CG Manager  Built Environment	OSCG	Quality Inclusion	SA2  KPP 4
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016	New Finsbury Circus Garden completed on time and on budget	CG Manager	OSCG	Quality Inclusion Promotion	SA2 SA3

Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		Cafe concession (subject to Committee approval) and landscape constructed and built by December 2018	Increase in green space  Increase in biodiversity opportunities			People	KPP 4
<b>I) Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces</b>	Work with partners to secure long term investment in our sports facilities that encourage our communities to get more active.  Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Capel Road changing rooms refurbishment – Summer 2017  Refurbish tennis courts at Queens Park – AWP dependent  Embed in-house golf course management - 2016	Successful partnership with LTA  Increased tennis participation and income across all OS tennis sites  Improvements to Capel Road  Increased usage and improved 'offer' at CGC	WHP Manager QP Manager LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association	OSCG WHP EFCC HH	Quality Promotion	SA3  KPP 2 KPP 4 KPP 5

In addition to the above actions which will deliver the Departmental Objectives there are also a number of actions which will improve service efficiency and workforce satisfaction

Objective: Improve Service Efficiency And Workforce Satisfaction							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Dept Values	Link to Corp' Plan
<b>m) Ensure the health and welfare of our skilled and motivated staff</b>	Deliver our workforce Plan and liP Action Plans	Departmental learning programme developed – July annually  Deliver actions within the Workforce and liP plans - within their identified timelines	Appropriately skilled workforce  Increasing levels of staff satisfaction and motivation  A more equitable workforce	SLT  HR Business partner  HR improvement group  Wellbeing officers	OSCG PHES	People	KPP 2
	Support the	Establish divisional	Extensive use of the	SLT			

<b>Objective: Improve Service Efficiency And Workforce Satisfaction</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Dept Values</b>	<b>Link to Corp' Plan</b>
	implementation of the Wellbeing Strategy and the framework of: Connect, , Be Active, Take Notice, Learn, Give	'wellbeing champions' – Nov 2016	wellbeing training offer, particularly in relation to mental health awareness	HR improvement group  Wellbeing officers			
<b>n) Make more effective use of IT and adopt 'smarter' ways of working</b>  <div>Page 137</div>	Support the implementation of the Corporate Joint Network refresh programme, End User Device Refresh and Ways of Working / Accommodation programme	Move from Irish Chambers to Guildhall – End 2016	All PC's over 6 years old are replaced  Agile working practice adopted where appropriate	IS Department  City Surveyors	OSCG PHES	People	SA2  KPP 2
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016  Assess and determine opportunity for on-line pitch bookings – 2017  Online bookings for events – 2017  Review online tennis bookings – April 2017  Partner with CHL in EPOS procurement – March 2017	Operational on-line sports booking systems  More efficient management of sports offer  Increased on-line sales	IS Department  EF Head of Visitor Services  Sports Programme Board  CHL	OSCG EFCC WHP HH	People	SA2  KPP 2

**Key:**

Dept Values = Department Values  
 LTA = Lawn Tennis Association  
 Comm = Committee  
 WHP = West Ham Park Committee

LA's = Local Authorities  
 SLT = Open Spaces Senior Leadership Team  
 EFCC = Epping Forest and City Commons Committee  
 PH = Port Health and Environmental Services Committee

OSPSU = Open Spaces Project Support Unit  
 CHL = Culture, Heritage and Libraries  
 OSCG = Open Space's and City Gardens Committee  
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee



## APPENDIX 4 – PERFORMANCE INDICATORS

These indicators have been set over a three year period so that staff can plan ahead and deliver continuous improvement.

### OSD1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites

	Description	Frequency of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	Same as 2015/16	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	12 Green Heritage Awards	13 Green Heritage Awards

Page 138

### OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

	Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 3	Achieve our Departmental net local risk budget.	Annual at year end	Add figure at year end	Original Budget £10,347,000	£9,578,000	£9,578,000
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Updates every four months. Annual at year end	2015 calendar year was 7.6 which was 0.4% below target  Add figure at year end	2015/16 performance plus 0.4%  Target figure to be added after year end	2016/17 performance plus 0.5%	2017/18 performance plus 0.5 %
PI 5	Increase the number of burials	Updates every four month. Annual at year end	866	2015/16 performance plus 2.5% = 888	2016/17 performance plus 2.5%	2017/18 performance plus 2.5 %
PI 6	Increase the number of cremations	Updates every four month. Annual at year end	2519	2015/16 performance plus 1.5% = 2557	2016/17 performance plus 1.5%	2017/18 performance plus 1.5%
PI 7	As a minimum, achieve local risk Cem & Crem income target	Updates every four month. Annual at year	Add figure at year end	Original Budget (£4,470,000)	(£4,521,000) 16/17 original budget plus £51k SBR saving)	(£4,521,000)

## OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
		end				
PI 8	Reduce utility consumption	Annual	Add figure at year end	2.5% reduction on 2015/16 performance	2.5% reduction on 2016/17 performance	2.5% reduction on 2017/18 performance
PI 9	Reduce fuel consumption	Annual	Add figure at year end	5% reduction on 2015/16 performance	5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 10	Increase electricity generation	Annual	Add figure at year end	Two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each

## OSD3: Enrich The Lives of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Update at six months. Annual at year end	Not Applicable - new measure	70% of participants surveyed	80% of participants surveyed	85% of participants surveyed
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Update at six months. Annual at year end	Not applicable - new measure	50% of participants surveyed	60% of participants surveyed	70% of participants surveyed
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Update at six months. Annual at year end	Not applicable - new measure	40% of participants surveyed	50% of participants surveyed	55% of participants surveyed
PI 14	Increase the amount of supported volunteer work hours	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 15	Increase the amount of unsupported volunteer work hours.	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 10%

## OSD4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 16	Increase the amount of tennis played across our sites.	Update at six months. Annual after year end	<p>Court Hours usage by adults &amp; concessions:</p> <p>WHP: 1000 adults 500 by concessions.</p> <p>Parliament Hill: 6523 Adults 3799 Concessions</p> <p>Golders Hill Park: Adults 1734 Concessions 914</p> <p>Queens Park: 2960 Adults 785 Concessions</p>	<p>Court Hours usage by adults &amp; concessions:</p> <p>WHP: increase court hours used by 65% = 2475 hrs</p> <p>Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899</p> <p>Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960</p> <p>Queens Park: Adults 5% = 3108 Concessions 5% = 824</p>	<p>Court Hours usage by adults &amp; concessions:</p> <p>WHP: increase court hours used by 40% on 2016/17 actual</p> <p>Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual</p> <p>Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual</p> <p>Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual</p>	<p>Court Hours usage by adults &amp; concessions:</p> <p>WHP: increase court hours used by 25% on 2017/18 actual</p> <p>Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual</p> <p>Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual</p> <p>Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual</p>
			<p>All data is 14/15. <b>For all sites 15/16 data to be added after season year end.</b></p> <p>WHP = 53 bookings.</p> <p>Epping = 2913 bookings.</p> <p>Heath Extension = Adult 0 bookings</p>	<p>WHP increase bookings by 10% on 2015/16 actual</p> <p>Epping maintain bookings at 2015/16 level</p> <p>Heath Extension increase adult bookings and maintain</p>	<p>WHP increase bookings by 5% on 2016/17 actual</p> <p>Epping increase bookings by 2% on 2016/17 actual</p> <p>Heath Extension increase adult bookings and</p>	<p>WHP increase bookings by 5% on 2017/18 actual</p> <p>Epping increase bookings by 5% on 2017/18 actual</p> <p>Heath Extension increase adult bookings and maintain</p>

#### OSD4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
			Junior 83 bookings  Parliament Hill = Adult 7 bookings Concession 2 bookings  Highgate Wood = Adult 40 bookings	level of junior bookings at 2015/16 actual  Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual  Highgate Wood increase adult bookings by 5% on 2015/16 actual	maintain level of junior bookings on 2016/17 actual  Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual  Highgate Wood increase adult bookings by 5% on 2016/17 actual	level of junior bookings on 2017/18 actual  Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual  Highgate Wood increase adult bookings by 5% on 2017/18 actual
PI 18	Increase the number of golf visits at Chingford Golf Course.	Update at six months. Annual at year end	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	Increase 2016/17 baseline figure by 5%	Increase 2017/18 performance by 5%
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.	Annual	2015 = 69%	75%	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 20	Increase the number of visitors to the Open spaces webpages.	Updates every quarter Annual at year end	534,728	2015/16 performance plus 10% = 588,201	2016/17 performance plus 10%	2017/18 performance plus 10%

#### Improve Service Efficiency And Workforce Satisfaction

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Updates every six months. Annual at year end	Feb 15 to Jan 16 = 71%	80%	83%	86%

<b>PI 22</b>	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	3.3 days FTE Working Days Lost per FTE	3.2 days FTE Working Days Lost per FTE
<b>PI 23</b>	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE  Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	2.35 days FTE Working Days Lost per FTE	2.30 days FTE Working Days Lost per FTE
<b>PI 24</b>	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	94%	95%

<b>Committee(s):</b>	<b>Date(s):</b>
Hampstead Heath Consultative Committee	27 June 2016
<b>Subject:</b> Cyclical Works Programme Bid 2017/18	<b>Public</b>
<b>Report of:</b> The City Surveyor (CS: 154/16)	<b>For Discussion</b>
<b>Report author:</b> Alison Hurley, City Surveyor's Department	

## Summary

This report sets out a provisional list of cyclical projects being considered for Hampstead Heath, Highgate Wood and Queen's Park in 2017/18 under the umbrella of the "cyclical works programme".

The draft cyclical project list for 2017/18 totals approximately £1m and if approved, will continue the programme in the maintenance of the property and infrastructure assets.

## Recommendation

That the Committee's views be sought on the provisional list of works for Hampstead Heath, Highgate Wood and Queens Park on the draft 2017/18 programme.

## Main Report

### Background

1. At the meeting of Resource Allocation sub-Committee in January 2016 Members considered and approved a prioritised list of "cyclical works" projects for 2016/17.
2. The total value of the overall Cyclical Works Programme was £5.5m. Of this allocation Hampstead Heath, Highgate Wood and Queen's Park received £1.4m to allow all the projects on the prioritised list to proceed in 2016/17.
3. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list in 2017/18 for Hampstead Heath, Highgate Woods and Queens Park.

### Current Position

4. I am in the process of finalising my review of our forward maintenance plans (20 year) which will form the basis of the next round of cyclical works bids for 2017/18.

5. The review is expected to be completed shortly. In the interim and to allow you to have a preview I attach at Appendix A the provisional list of projects for Hampstead Heath, Highgate Wood and Queen's Park under consideration for 2017/18.
6. The information for the bid has been taken from the 20 years for each property within the Estate; the 20 year plans are regularly updated in conjunction with the Superintendent and his management team to ensure they are as accurate as possible.
7. In January 2016 Members agreed that additional funds to the sum of £2m and £1m for City's Cash and City's Fund respectively should be allocated to the Cyclical Works Programme meaning that more projects would be allocated to the actual list of approved projects.
8. It should be noted that the provisional list for 2017/18 is subject to a final review prior to presentation to the Corporate Asset sub-Committee in September 2016 and consideration and approval of the final list by the Resource Allocation Sub-Committee in January 2017.

### **Prioritisation of Projects**

9. The new project prioritisation model developed for the cyclical works programme has been applied to projects identified from forward cyclical maintenance/replacement plans of the Barbican Centre, GSMD and the Corporate Properties under the City Surveyors control.
10. Essential Projects for consideration of including within the bid list are ranked in order of priority according to the following criteria and scoring mechanism.
  - Health, Safety & Security (weighting 5)
  - COL Reputational (weighting 4)
  - Maintaining Income Stream (weighting 4)
  - Assets Performance (weighting 5)
  - Client Feedback (weighting 2)
11. The cyclical works programme Peer Review Panel, chaired by the Financial Services Director has met twice to consider the draft prioritisation of projects across all Departments. The panel has provided a "sense check" to ensure that the prioritisation ranking reflected in the Prioritisation model has been rigorously and consistently applied and that the outcomes in terms of prioritisation align to the City's strategic aims and objectives.

### **Corporate & Strategic Implications**

12. This provisional list for Hampstead Heath, Highgate Wood and Queen's Park identifies a number of works that could be progressed within a reasonable timescale subject to funding being made available from the cyclical works programme, and providing that proposed expenditure is not affected by other decisions taken in respect of any particular property asset.



13. Once agreed the projects relating to the cyclical works programme will be reviewed to reflect strategic asset management decisions and the wider corporate objectives to ensure that the City can meet its overall criteria relative to the management of its property assets.
14. The proposals contained within the attached annexe lists support the theme “Protects, promotes and enhances our environment” within the City Together Strategy.
15. It is intended that Hampstead Heath, Highgate Wood and Queen’s Park benefit from the provisional 2017/18 cyclical works programme, in the order of £1,050,600m;

Hampstead Heath	£733,100	69%
Highgate Woods	£261,000	25%
Queens Park	<u>£59,500</u>	6%
	<b>£1,053,600</b>	

## Implications

16. As indicated above, these provisional schedules are based on a preliminary review of the forward maintenance plans and are subject to further evaluation in terms of value to Hampstead Heath, Highgate Wood and Queen’s Park and with regard to overall corporate priorities, including availability of resources, sound asset management and accommodation provisions/arrangements. It will be appreciated that the indicative sums are significant and no commitment to their funding can be implied or guaranteed at this stage.

## Conclusion

17. The attached provisional list of work for 2017/18 allows the on-going cyclical repairs and maintenance of the City’s Operational estate and Hampstead Heath, Highgate Wood and Queen’s Park in particular to continue.

## Appendices

- Appendix A – Draft Cyclical Works Programme 2017/18

## Alison Hurley

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## Appendix A - Hampstead Heath Cyclical Works Programme List

Committee	Property	Location	Description	Cost
Hampstead Heath, Highgate Wood and Queen's Park	Hampstead Heath	General/ Infrastructure	MAIN WATER SUPPLY PIPEWORK REPLACEMENT	£14,500
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Athletics Track Pavilion Complex	ROOF REPLACEMENT	£120,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Athletics Track Pavilion Complex	RUNNING TRACK COLUMNS RELAMP	£12,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Paddling Pool, Filter House	DOSING SYSTEM REPLACEMENT	£8,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Athletics Track Pavilion Complex	SPACE HEATING - REPLACEMENT	£9,900
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre	SHOWERS REFURBISHMENT	£14,500
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre	TOILETS REFURBISHMENT (CHANGING ROOMS)	£30,000
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	BOILERS REPLACEMENT	£24,000
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	HEATING COILS REPLACEMENT (GREENHOUSE)	£24,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Lido Buildings Complex	EXTERNAL/INTERNAL DECORATIONS	£38,500
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Lido Buildings Complex	LIDO FABRIC REPAIRS	£60,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Lido Buildings Complex	TURNSTILE TO EXITS REPLACEMENT (LIDO)	£7,500
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Lido Buildings Complex	HEATING DISTRIBUTION REPLACEMENT	£17,000

Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	INTAKE SWITCHGEAR (STAFF OFFICE)	£6,000
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	EXTERNAL LIGHTING REPLACEMENT	£3,500
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	HEATING REPLACEMENT	£17,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	General	PATH RESURFACING	£60,000
Hampstead Heath, Highgate Wood and Queen's Park	Hampstead Ponds	Mixed Bathing Pond Complex	FLOORING REPLACEMENT	£3,500
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre	WINDOWS REPLACEMENT	£30,000
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	LANDLORDS LIGHTING & POWER REWIRE	£32,500
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park	Tennis Booking Hut and Shelter	LIGHTING REPLACEMENT	£2,500
Hampstead Heath, Highgate Wood and Queen's Park	Director's House	Director's House	LANDLORDS LIGHTING & POWER REWIRE	£5,000
Hampstead Heath, Highgate Wood and Queen's Park	Director's House	Director's House	CENTRAL HEATING SYSTEM REPLACEMENT	£3,500
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park Area	Staff Yard Complex	SPACE HEATERS REPLACEMENT (POLY TUNNEL)	£2,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	General	FENCING OVERHAUL/ DECORATIONS	£18,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	One O'clock Club Building	EXTERNAL DECORATIONS	£3,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	One O'clock Club Building	INTERNAL DECORATIONS	£6,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Adventure Playground Building	INTERNAL DECORATIONS	£6,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Athletics Track Pavilion Complex	ATHLETICS TRACK - PAINT COLUMNS	£18,000

Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre	CHANGING ROOM INTERNAL OVERHAUL	£24,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre	EXTERNAL DECORATIONS	£6,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Football Changing Rooms & RSPB Project Centre	FLOORING REPLACEMENT	£9,500
Hampstead Heath, Highgate Wood and Queen's Park	Hampstead Ponds	Mixed Bathing Pond Complex	EXTERNAL DECORATIONS	£7,000
Hampstead Heath, Highgate Wood and Queen's Park	Vale of Health and East Heath	Whitestone Pond	ALGAE REMOVAL (DOFF SYSTEM CLEAN)	£2,500
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park	Cafeteria and Public Toilets	EXTERNAL DECORATIONS	£7,000
Hampstead Heath, Highgate Wood and Queen's Park	Golders Hill Park	Cafeteria and Public Toilets	TOILET REFURBISHMENT (PUBLIC TOILETS)	£41,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Staff Yard Building Complex	WINDOWS/DOOR PANEL SHUTTERS REPLACEMENT (OFFICE)	£15,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	Cafeteria	PAVING RESURFACING	£6,000
Hampstead Heath, Highgate Wood and Queen's Park	Parliament Hill Fields	General	GATES DECORATION	£12,000
Hampstead Heath, Highgate Wood and Queen's Park	West Heath	Pergola Shelter and Store	PERGOLA - ENGINEER TO MONITOR STRUCTURES	£2,500
Hampstead Heath, Highgate Wood and Queen's Park	West Heath	General	SIGNS REPLACEMENT	£1,200
				<b>£730,100</b>

### Queens Park - Cyclical Works Programme List

<b>Committee</b>	<b>Property</b>	<b>Location</b>	<b>Description</b>	<b>Cost</b>
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	General	FENCES/GATES DECORATION	£24,000
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	General	FENCING REPLACEMENT/ DECORATION	£3,500
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	General	FOOTPATH RESURFACING	£12,000
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	Cafeteria & Park Office	SECURITY ALARM REPLACEMENT (PARK OFFICE)	£4,000
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	Cafeteria & Park Office	RADIATORS & PIPEWORK REPLACEMENT	£3,500
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	Mess Room and Stores	ELECTRIC GATES REPLACEMENT	£8,500
Hampstead Heath, Highgate Wood and Queens Park	Queens Park	Mess Room and Stores	SECURITY ALARM REPLACEMENT	£4,000
				<b>£59,500</b>

## Highgate Wood - Cyclical Works Programme List

<b>Committee</b>	<b>Property</b>	<b>Location</b>	<b>Description</b>	<b>Cost</b>
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	Sewage Pumping Station	PUMP/TANK REPLACEMENT	£24,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Ponds	General	FENCING OVERHAUL/ DECORATIONS	£26,500
Hampstead Heath, Highgate Wood and Queens Park	Highgate Ponds	Millfield Lane Toilets	FENCING REPLACEMENT	£9,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	The Pavilion	FIRE ALARM REPLACEMENT	£6,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	General	FOOTPATH RESURFACING	£80,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	The Pavilion	LANDLORDS LIGHTING & POWER REWIRE	£40,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	The Pavilion	BOILER REPLACEMENT	£22,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	Toilet Block	ELECTRIC HOT WATER HEATER REPLACEMENT	£2,500
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	Playground Shelter	ROOF REPLACEMENT	£2,500
Hampstead Heath, Highgate Wood and Queens Park	Highgate Ponds	Men's Bathing Pond Toilets	EXTERNAL DECORATIONS & DAMP PROOFING	£20,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	The Pavilion	SECURITY ALARM REPLACEMENT	£2,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	1 Hornbeam Cottage	BOILER REPLACEMENT	£6,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	1 Hornbeam Cottage	RADIATORS & PIPEWORK REPLACEMENT	£5,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	Toilet Block	EXTERNAL DECORATIONS	£6,000
Hampstead Heath, Highgate Wood and Queens Park	Highgate Wood	Toilet Block	TOILET REFURBISHMENT	£9,500
				<b>£261,000</b>



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<b>Committee(s):</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee	18 March 2016
Hampstead Heath, Highgate Wood and Queens Park Committee	16 May 2016
Hampstead Heath Consultative Committee	27 June 2016
<b>Subject:</b>	<b>Public</b>
Oak Processionary Moth Plan 2016	
<b>Report of:</b>	<b>For Information</b>
Director of Open Spaces	
<b>Report author:</b>	
Sue Ireland, Director of Open Spaces	

## Summary

This report provides Members with a briefing on the plans for Oak Processionary Moth (OPM) management across London and the South East in 2016. It explains the implications for the management of OPM on City of London Open Spaces. The report advises on the Department for Environment, Food and Rural Affairs (Defra) plans for a review following their three year management pilot. A further report will be presented to Members later in the year to advise on both the outcome of the review and actions taken to manage OPM on City of London Open Spaces in 2016.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. Members will recall noting the 2015 management of Oak Processionary Moth at their meeting on 27<sup>th</sup> July 2015. This report describes the main elements of the 2016 plan and the implications for our sites, including Hampstead Heath and Queens Park.

### Current Position

2. During the autumn/winter of 2015/16, three new outbreaks have been discovered in London and the South East. The largest new outbreak is in the Guildford, Surrey area (Appendix 1) together with outbreaks in Newham and Barnet.
3. In the autumn of 2015, the Forestry Commission and Defra decided to undertake a comprehensive evaluation of the pilot control programme which began in 2013.
4. Defra have committed a further one year's funding for 2016, to enable the current pilot to continue whilst the evaluation work is completed. It is expected that the outcome of this review will be known by the autumn of 2016.
5. Spraying of affected trees will start during April on sites outside of the core zone (see Appendix 1). Statutory Plant Health Notices (SPHNs) have been issued to

the City of London Corporation in respect of Hampstead Heath. The precise timing of spraying depends on the emergence of caterpillars from egg plaques, which varies depending on the temperature and previous winter's climate.

6. For areas within the core zone, the Forestry Commission will not be issuing SPHNs unless an infestation is likely to pose a significant threat to the buffer zone. With regard to Queens Park, which is in the core zone, officers will need to determine the action required, based on risk assessment. It is likely that spraying will be undertaken on the few oak trees again this year.
7. In addition to action to control caterpillars and nest removal, the programme of pheromone trapping will continue. 1,500 traps were deployed in 2015 and the City of London assisted with some of these and their monitoring. It is our intention to continue this in 2016. On City of London Open Spaces where no infestation exists at present, staff will continue to monitor our oak trees, looking for any signs of caterpillar infestations and, if found, will take appropriate action. Further information about the plan for 2016 is provided in Appendix 2.
8. The Chamberlain has confirmed that, if control works place undue pressure on local risk budgets, then additional support will be found.
9. A further report will be presented later in the year on the outcome of OPM management for our Open Spaces and explaining the results of the Defra evaluation.
10. The three-year pilot has not managed to stop the development of OPM across London, although it has reduced the rate of spread. Defra are challenged by the need to deliver eradication as required by the Protected Zone status i.e. for the area outside the core zone. The evaluation will no doubt assist in determining how OPM will be managed in England and the future of the Protected Zone.

## **Conclusion**

11. The management of OPM, led by the Forestry Commission, has required a range of local authorities and private landowners to work in partnership and this has been of varying success. The City of London Corporation has been recognised for its support in the partnership. The year 2016 will in effect be, a holding year whilst discussion and planning for the future takes place.

## **Appendices**

- Appendix 1 – 2016 Map of Treatment Areas and Core Zone
- Appendix 2 - 160330 OPM Control Plan

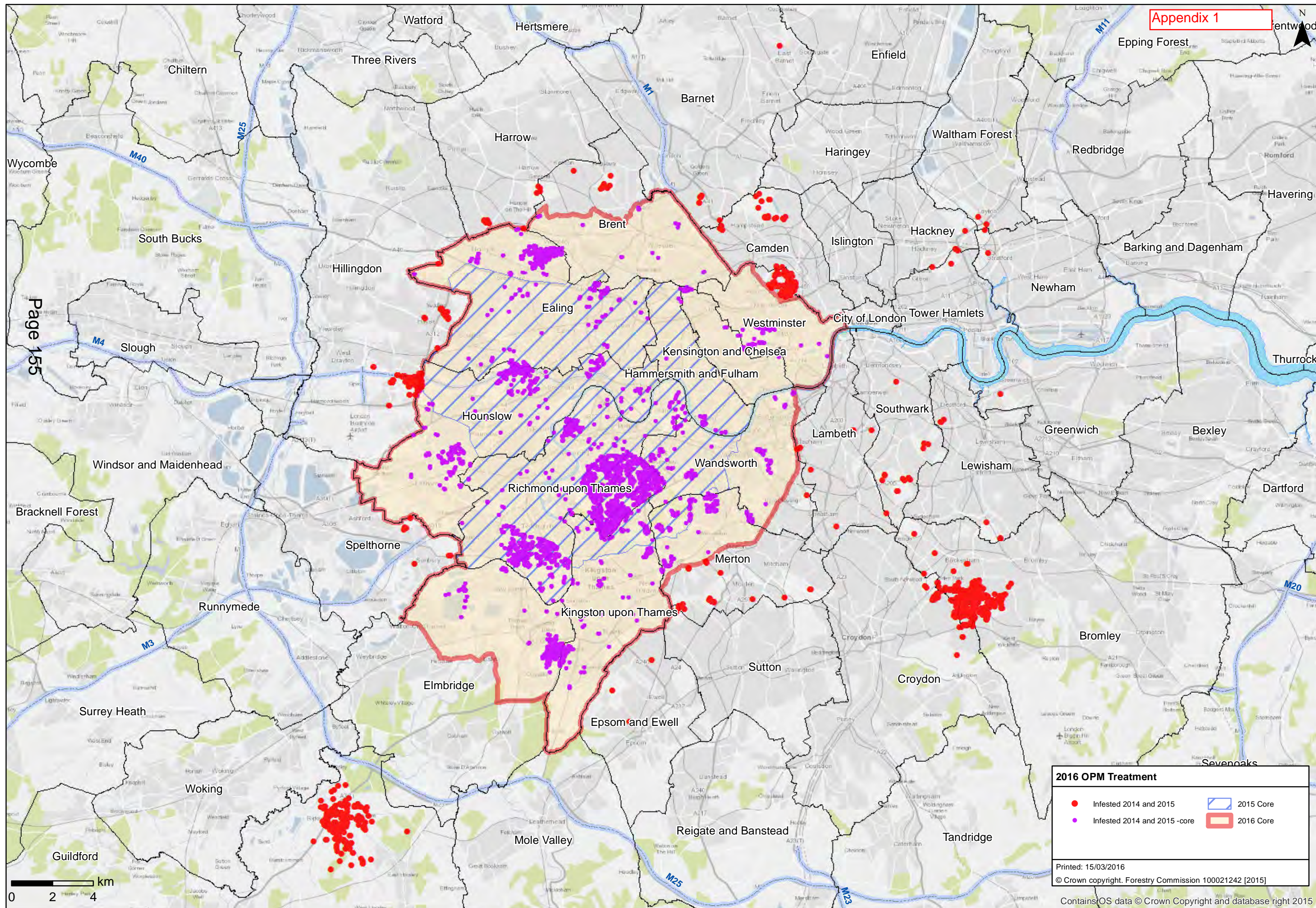
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# OPM Pilot Extension 2016:

## Summary of proposed operational activity

### 1 Purpose

This paper provides an overview of the OPM Control Programme for 2016. This includes surveillance, control, communications, liaison, research and data management.

### 2 Introduction and Context

Since 2013 Forestry Commission has been delivering a pilot control programme for OPM. The Defra-funded pilot control programme has been extended for a further year for 2016. Whilst this year's work is broadly similar to previous pilot years, plans have been adapted to take account of findings over recent years and other improvements in our understanding of OPM management.

The proposals in this paper are based on our current understanding of OPM extent which we expect to change over the year; therefore we expect this plan may be adjusted accordingly in light of new findings. There may also be adjustments made as we build our knowledge in response to the latest evidence.

### 3 Objectives for 2016

The main policy objective is to limit the rate of spread of OPM from existing known areas of infestation, and to suppress population levels within infested areas to limit the impact of OPM.

This work will further develop our understanding of OPM population distribution, the best approaches to surveillance and control and provide evidence to inform the development of future policy.

### 4 Legal Considerations

#### **Statutory Plant Health Notices (SPHNs)**

SPHNs will be issued to all affected landowners outside the core zone defined for 2016. However, we may issue SPHNs to landowners within the core zone, where infestations pose a significant threat to the buffer zone. We will identify which owner's will and will not receive funding support. A new SPHN and covering letter/guidance will be issued to help landowners on what actions need to be taken.

### 5 Budget / resource allocation

The budget will be prioritised in line with the programme objectives, with resources focused on surveillance activities, control work (spraying and nest removal), research and communications.

#### **Principles behind budget allocations for each area:**

Pangbourne – continued surveillance required given we continue to trap male moths and are keen to ensure the apparent success is secured.

Olympic Park – eradication is the objective for this area; it is a relatively small scale infestation with limited host tree resource so low surveillance and control costs.

Croydon/Bromley – now an established outbreak but we appear to have had some success in 2015 in limiting the spread, pushing it back in the southern part of this outbreak. Work and budget is based on similar level of surveillance / control as 2015.

Guildford – Subject to ongoing survey work but the intention is to survey and control known infestations in line with other outbreak areas.

Main London Area – continued surveillance and control but focussed on outer edge and activity will be targeted.

## 6 Activity plans

### **Visual surveillance**

A visual survey will be carried out of trees known to be infested in 2014 and 2015, plus any within 100m. Visual survey of trees within 250m of pheromone traps where >5 moths were caught in 2015. This will be reviewed in the light of budgetary constraints as the financial year progresses.

We will collaborate with others conducting their own surveys and encourage wider surveys by others – to look out for ‘satellite’ infestations e.g. Observatree, Woodland Trust, and Tree Wardens

### **Pheromone Trapping**

In total there will be around 1500 traps deployed in 2016, covering previous areas and extending coverage further away from known infestation. As well as determining flight extent, the aim is to continue analysing trap data against survey and control activity to see what the relationship with traps may be.

We will continue to encourage other landowners to put up traps and monitor them e.g. Woodland Trust, City of London, Forest Enterprise, National Trust

### **Chemical control**

Chemical application of known infested sites in 2014 and 2015 plus host trees within 50m radius will be done. The application method will be site dependent but seeks to balance control effectiveness with other impacts.

### **Nest Removal**

Nest removal will be funded in all areas outside core zone, based on summer survey findings and subject to budget availability. Nest removal after moth emergence will not be funded or required under SPHN’s on the basis it will not affect spread and increase scope for OPM parasitoid development.

## 7 Communications

Communications will continue to focus on raising awareness, encouraging vigilance and collaboration, reporting sightings and targeted messaging at key points in the season e.g. larval emergence, when they become a public health risk.



Regular updates on progress and OPM findings through the season will be provided via email and on the FC website. A complete picture of progress relies on the provision of OPM information from others.

### **Liaison**

The OPM Advisory Group will remain a key means of sharing information and gaining feedback on the programme. It will be reviewed to ensure membership reflects the geographic distribution of OPM. Specific liaison activity will be done in outbreak areas.

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