



Hampstead Heath Consultative Committee

Date: MONDAY, 7 NOVEMBER 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)	Helen Payne (Friends of Kenwood)
Karina Dostalova (Deputy Chairman)	Stewart Purvis (Vale of Health Society)
Ray Booth (Barnet Mencap)	Thomas Radice (Heath and Hampstead Society)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)	Harunur Rashid (Black and Minority Ethnic Communities representative)
Dan Braverman (Heath Hands)	Susan Rose (Highgate Conservation Area Advisory Committee)
John Etheridge (South End Green Association)	Steve Ripley (Rambler's Association)
Colin Gregory (Hampstead Garden Suburb Residents' Association)	Ellin Stein (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)
Michael Hammerson (Highgate Society)	Richard Sumray (London Council for Sport and Recreation)
Dr Gaye Henson (Marylebone Birdwatching Society)	Simon Taylor (Hampstead Rugby Club)
Nigel Ley (Open Spaces Society)	David Walton (Representative of Clubs using facilities on the Heath)
Joanne Mould (London Wildlife Trust)	John Weston (Hampstead Conservation Area Advisory Committee)

Enquiries: Fern Aldous
fern.aldous@cityoflondon.gov.uk
020 7332 3113

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 THIS AGENDA**
3. **MINUTES**

For Decision

 - a) Hampstead Heath Consultative Committee Minutes (Pages 1 - 10)
To agree the minutes of the meeting held on 27 June 2016.
 - b) Hampstead Heath, Highgate Wood and Queen's Park Committee Minutes (Pages 11 - 18)
To note the public minutes and summary of the meeting held on the 18 July 2016.
 - c) Hampstead Heath Sports Advisory Forum Minutes (Pages 19 - 22)
To note the minutes of the meeting held on 19 September 2016.
4. **HEATH HANDS HALF YEAR REPORT**

Report of the Superintendent of Hampstead Heath.

For Information
(Pages 23 - 24)
5. **SUPERINTENDENT'S UPDATE**

Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 25 - 38)
6. **HAMPSTEAD HEATH MANAGEMENT PLAN REVIEW FINDINGS**

Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 39 - 94)
7. **FEES AND CHARGES 2017/18**

Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 95 - 108)

8. **REVIEW OF ANNUAL WORK PROGRAMME 2016**

Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 109 - 156)

9. **HAMPSTEAD HEATH CONSTABULARY POLICING PLAN**

Report of the Superintendent of Hampstead Heath. *Report deferred from last meeting, with updated Policing Plan (Appendix 5)*

For Discussion
(Pages 157 - 176)

10. **PONDS PROJECT UPDATE REPORT**

Report of the Superintendent of Hampstead Heath.

For Information
(Pages 177 - 180)

11. **QUESTIONS**

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

13. **DATE OF NEXT MEETING**

The dates of the next meetings are as follows:

Walk – Sat 7 January 2017

Meeting – Mon 9 January 2017

Walk – Sat 11 March 2017

Meeting – Mon 13 March 2017

Walk – Sat 17 June 2017

Meeting – Mon 19 June 2017

Walk – Sat 7 October 2017

Meeting – Mon 9 October 2017

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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

Monday, 27 June 2016

Minutes of the meeting of the Hampstead Heath Consultative Committee held at the Parliament Hill Staff Yard, Hampstead Heath at 7.00 pm

Present

Members:

Virginia Rounding (Chairman)	Susan Rose (Highgate Conservation Area Advisory Committee)
Karina Dostalova (Deputy Chairman)	Steve Ripley (Ramblers' Association)
John Etheridge (South End Green Association)	Ellin Stein (Mansfield Conservation Area Advisory Committee and Neighbourhood Association Committee)
Colin Gregory (Hampstead Garden Suburb Residents' Association)	Richard Sumray (London Council for Sport and Recreation)
Michael Hammerson (Highgate Society)	Simon Taylor (Hampstead Rugby Club)
Helen Payne (Friends of Kenwood)	David Walton (Representative of Clubs using facilities on the Heath)
Mary Port (Dartmouth Park Conservation Area Advisory Committee)	John Weston (Hampstead Conservation Area Advisory Committee)
Stewart Purvis (Vale of Health Society)	
Thomas Radice (Heath and Hampstead Society)	

In attendance:

Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Keith Bottomley (Hampstead Heath, Highgate Wood & Queen's Park Committee Member)
Jon Sheath (Jon Sheath Associates)

Officers:

Fern Aldous	- Town Clerk's Department
David Arnold	- Town Clerk's Department
Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Operational Services Manager
Meg Game	- Ecologist
Lucy Gannon	- Projects and Management Support Officer
Richard Gentry	- Constabulary and Queen's Park Manager
Paul Maskell	- Leisure and Events Manager
Esther Sumner	- Open Spaces Business Manager
Philip Everett	- Project Director, Hampstead Heath Ponds Project

1. APOLOGIES

Apologies for absence were received from Ray Booth (Barnet Mencap), Susan Nettleton (Heath Hands), and Harunur Rashid Khan (Bangladeshi Social Forum).

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

David Walton (Representative of Clubs using Facilities on the Heath) declared a non-pecuniary interest in item 6 as a member of the London Heathside Athletics Club.

3.1 **Minutes of the Hampstead Heath Consultative Committee**

RESOLVED – That the minutes of the meeting held on 7 March 2016 be approved.

Matters Arising

Events

The Events Policy would be considered at the next meeting following consultation with members during September 2016.

Golders Hill Park

A new Zoo Team Leader had been recruited from the Zoological Society London. The New Team Leader would now engage with users to develop a new set of objectives for the Zoo.

3.2 **Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee**

The Committee received the draft public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 16 May 2016. The Superintendent advised that the unveiling of the new Parliament Hill viewpoint sign had been delayed until September 2016 at the earliest. A date would be circulated once finalised.

Members noted that it was useful to receive these draft minutes so it was agreed that the Town Clerk would circulate a link to them after each Hampstead Heath, Highgate Wood and Queen's Park Committee meeting.

RESOLVED – That the draft public minutes of the Committee meeting held on 16 May 2016 be noted.

3.3 **Minutes of the Hampstead Heath Sports Advisory Forum**

The Committee received the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 16 May 2016. The Chairman of the Forum congratulated Heath staff on a very successful Highgate Harriers Night of 10,000m event. The Leisure and Events Manager added that he had received a congratulatory letter from Lord Sebastian Coe thanking them for the event.

RESOLVED – That the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 16 May 2016 be noted.

4. **SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update on management and operational activities across the

Heath since March 2016 and sought input from members regarding a review of the consultation arrangements. Members considered the following matters:-

Consultation

- The Chairman stressed the commitment of herself, the Deputy Chairman and the Superintendent to improving consultation arrangements, in order to make it as effective as possible, in the best interests of the Heath and its users.
- The Superintendent opened discussions by acknowledging that the Heath could not function properly without a well-informed, active and fully representative consultative committee.
- The Superintendent added that he wished to increase the levels of forward planning and consultation for the development of regular committee reports that could be adjusted for the Hampstead Heath, Highgate Wood and Queen's Park Committee (Management Committee), taking into account Consultative Committee members' comments after each meeting.
- The Management Plan, which would be reported regularly to and discussed with the Consultative Committee, would become more outcomes-focused so that members were aware of the steps taken since the previous meeting and the steps to be taken before the next.
- Members were supportive of a change from three Consultative Committee and six Management Committee meetings to four meetings of each per year, with Consultative Committee meetings held approximately four weeks beforehand to allow feedback to be reflected in reports to the Management Committee – this should be piloted for a one-year period if agreed by the Management Committee.
- Some members (London Council for Sport and Recreation, Highgate Conservation Area Advisory Committee) suggested that reports to the Consultative Committee could be clearer on what members needed to comment on to allow the Management Committee to infer clear recommendations from Consultative Committee minutes as well as in the amended reports to the Management Committee.
- Some members (Friends of Kenwood, Hampstead Conservation Area Advisory Committee) proposed that Consultative Committee minutes could include the results of members' votes on required decisions, although others suggested that voting was unnecessary as minutes should record the range of views and include a clear consensus on each decision, representation and/or recommendation summarised by the Chairman at the end of each item.
- A member (Vale of Health Society) suggested that separate minutes of Management Committee meetings that specified when the views of the Consultative Committee had been taken into account could be provided to the Consultative Committee.
- In response to a member's (Representative of Clubs using facilities on the Heath) question regarding written representations from Consultative Committee members, the Superintendent advised that the existing practice was that members could circulate their comments concerning certain agenda items via the Town Clerk in advance of each meeting.

- Members noted that the Consultative Committee walks were a valuable exercise, which should continue to be held two or perhaps nine days before each meeting with details of members' discussions at the walk to be circulated by the Superintendent via the Town Clerk at or before the following meeting.
- In response to a member's (Hampstead Garden Suburb Residents' Association) request, the Open Spaces Business Manager advised that the upcoming Departmental Business Plan could be reported to the Consultative Committee for feedback.

Representation

- The Chairman raised the matter of representation on the Consultative Committee and noted that, for instance, young people and families were currently not represented within the membership of the Committee.
- Most members suggested that the current membership represented a variety of Heath user groups who could engage with a wide range of users – one member (Hampstead Garden Residents' Association) added that members of the wider public from the groups represented on the Consultative Committee could be invited to observe one meeting annually.
- One member (Representative of Clubs using facilities on the Heath) queried his capacity to consult with and represent all of the various clubs across the Heath and the challenge of ensuring two way communication between the groups he represents and the Consultative Committee.
- The addition of local Ward Members was raised by the Deputy Chairman but members noted a selection process would be difficult as the Heath was situated across two London Boroughs and a large number of Ward areas – the Chairman added that the London Boroughs of Barnet and Camden were both represented on the Management Committee and the Deputy Chairman suggested that local schools could be approached to include parents and young families.
- A member (London Council for Sport and Recreation) suggested that other user groups could be consulted on certain matters where necessary on an ad hoc basis.
- A member (Highgate Conservation Area Advisory Committee) suggested that a Hampstead Heath projects blog (similar to the Ponds Project blog) could be introduced, as well as increased advertising of the Consultative Committee, including how to contact members, on notice boards and online.

Planning

- A presentation from the developers regarding the planning application for Athlone House on Thursday 30 June, 10:00 – 11:00am at the Parliament Hill Staff Yard meeting room.
- A member (Highgate Society) added that the proposals did not involve increasing the area of the basement at Athlone House.

Open Spaces Learning Team

- The appointments had been made to all the roles based on Hampstead Heath.
- In partnership with the Learning Team, the Superintendent was exploring opportunities to utilise the Hive to support the Secondary learning provision, which would involve the conversion of redundant football changing rooms to create two indoor classrooms as well as an outdoor learning space – a report would be prepared for the next meeting.
- Heath Hands were thanked for their contribution to the Kenwood Education Garden which was viewed as a great success.

Benches

The Superintendent confirmed that the waiting list would be closed and a more detailed report would be submitted for consideration at the next meeting.

Conservation

Following discussions on the Consultative Committee walk two days previously, plans to re-site the fencing approaching South End Green ten metres further back behind the plane trees would be taken forward. In addition, the Superintendent would discuss with the City Surveyor changing the fence to a cleft chestnut post and rail fence and the Heath team would plant a mixed native hedge along the fence line.

RESOLVED – That:-

- a) The Superintendent's update of management and operational activities across the Heath be noted; and
- b) Members' views regarding consultation arrangements be noted.

5. PARLIAMENT HILL, GOLDERS HILL PARK AND HIGHGATE WOOD CAFE LEASES

The Committee considered a report of the Superintendent of Hampstead Heath regarding the guiding principles relevant to the provision of café facilities at Hampstead Heath and Highgate Wood and the creation of a Café Working Party to co-ordinate the public consultation of all three café leases.

The Chairman advised that a number of draft guiding principles for the new refreshment facilities had been developed and were being reported to the Consultative Committee for further consideration. She added that ensuring high Food Hygiene Rating scores and staff being paid at or above the London Living Wage were non-negotiable and would therefore not be discussed as part of the consultation.

Members noted and considered the following matters:-

- The guiding principles would feed into the deliberations of the proposed Café Working Party.
- A member (Highgate Society) suggested that too many guiding principles could cause them to become too prescriptive or restrictive.
- A member (Vale of Health Society) highlighted the importance of ensuring that the principles resulted in a level playing field for the incumbents and any new applicants.

- Following a short presentation from the consultation and engagement consultant, members noted that community engagement would be an important part of the process.
- Members believed that the proposed membership of the Café Working Party was too heavily weighted towards City Corporation Officers without enough local community involvement, which would be provided by the addition of the other lead petitioners – members therefore suggested that three petitioners (one for each café) be included on the Café Working Party.
- The Consultative Committee appointed Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee) and John Etheridge (South End Green Association) to the Café Working Party with a particular brief to represent Golders Hill Park and Parliament Hill Cafés respectively, and noted that Michael Hammerson (Highgate Society) may be the Highgate Wood representative, unless there are any other expressions of interest from the Highgate Wood Joint Consultative Committee.
- The Chairman proposed, and it was agreed, that Keith Bottomley would be her representative on the Café Working Party.
- A date for the first Café Working Party meeting would be circulated as soon as possible.

RESOLVED – That:-

- a) 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, be noted;
- b) Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee) and John Etheridge (South End Green Association) be appointed to the Café Working Party as representatives of the Consultative Committee, with particular interest in and knowledge of Golders Hill Park and Parliament Hill Cafés respectively.

6. **CROSS COUNTRY PILOT ON THE HAMPSTEAD HEATH EXTENSION**

The Committee considered a report of the Superintendent of Hampstead Heath regarding a young athletes’ cross-country race to be piloted on the Hampstead Heath Extension in 2016/17. The Operational Services Manager advised that the chances of any potential damage to the ground caused by the race had been considered minimal as the race was for young runners and would be held in an area ideal for sporting activities. A member (Hampstead Rugby Club) added that the use of the Extension could promote an area of the Heath that young users might not have previously been aware of. The Committee also noted that a letter had been produced by the Heath and Hampstead Society in support of the pilot event, provided it met certain criteria. The Sports Advisory Forum were supportive of the letter and the event.

RESOLVED – That the holding of the event on the Heath Extension as a pilot, using the identified route to ensure that no permanent damage is caused, be supported by the Consultative Committee.

7. **MANAGEMENT WORK PLAN FOR SMALL TUMULUS FIELD**

The Committee considered a report of the Superintendent of Hampstead Heath that informed members of a detailed work plan for managing Small Tumulus Field.

In response to members' questions that had been posed during the Committee walk, the Ecologist advised that the purple-leaf plane tree and the oak tree were not being removed.

RESOLVED – That the Small Tumulus Field Management Work Plan be noted and approved.

8. **PONDS PROJECT PROGRESS REPORT**

The Committee received a joint report of the Ponds Project Director and the Superintendent of Hampstead Heath that provided updates on progress, budget and the risk register for the Hampstead Heath Ponds Project.

RESOLVED – That the Ponds Project progress report be noted.

9. **HABITAT RESTORATION OF THE BOATING POND AND TUMULUS FIELD**

The Committee received a report of the Superintendent of Hampstead Heath that outlined the restoration work to be undertaken to create an attractive and ecologically more valuable landscape surrounding the Model Boating Pond and Tumulus Field. The Superintendent added that the habitat restoration proposals had been reported to the Community Working Group and their feedback had been taken into account.

In response to a member's (Highgate Society) question, the Ecologist advised that hedgerow and tree planting would be carried out along the western habitat boundary.

RESOLVED – That the habitat restoration proposals for the Model Boating Pond and Tumulus Field be noted.

10. **ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016**

The Committee received a report of the Superintendent of Hampstead Heath regarding the performance of the Hampstead Heath Constabulary during the period 1 April 2015 to 31 March 2016, which members noted would be re-submitted to the next meeting for further consideration. The Superintendent added that the work of the Terrence Higgins Trust would continue and be reviewed annually. The Constabulary would continue to implement the Engagement, Education and Enforcement Plan for the period 2016/17.

The Superintendent added that a further report on the use of drones on Hampstead Heath would be submitted to the next meeting.

RESOLVED – That the report be deferred to the next Consultative Committee meeting, but that the continuation of the partnership with the Terrence Higgins Trust be supported.

11. **2016-19 OPEN SPACES BUSINESS PLAN**

The Committee received a report of the Director of Open Spaces that outlined the aspects of the Department's Business Plan for the period 2016 to 2019 that related to Hampstead Heath, Highgate Wood and Queen's Park. The Superintendent advised that the progress being made towards the Business Plan, as well as the proposed objectives for the 2017-20 Business Plan, would be reported to the next Consultative Committee meeting, in order that the members might contribute at an early stage to the development of the Plan. A member (Hampstead Garden Suburb Residents' Association) suggested that progress regarding the increasing risk of the impact of housing and highways development be reported back to the Consultative Committee during this consultation process.

RESOLVED – That the report be noted and a further report be submitted to the next Consultative Committee meeting.

12. **CYCLICAL WORKS PROGRAMME BID 2017/18**

The Committee received a report of the City Surveyor regarding the Cyclical Works Programme Bid 2017/18. A member (Hampstead Garden Suburb Residents' Association) suggested that the principles and the priorities for the programme of works that were being proposed should be provided, along with more detail regarding the prioritisation of work and the framework methodology.

RESOLVED – That the report of the City Surveyor regarding the Cyclical Works Programme Bid 2017/18 be noted.

13. **OAK PROCESSIONARY MOTH PLAN 2016**

The Committee received a report of the Director of Open Spaces regarding the plans for Oak Processionary Moth management across London and the South East during 2016.

RESOLVED – That the Oak Processionary Moth Plan for 2016 be noted.

14. **QUESTIONS**

There were none.

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

The Chairman advised the Committee that the Hampstead Heath, Highgate Wood and Queen's Park Committee dinner would be taking place on Monday 10 October 2016, with details of the location and time to be circulated shortly.

Members thanked Mary Port for her contribution to the Consultative Committee during her years of service and conveyed to her their good wishes for the future. The Committee then welcomed Nick Bradfield who would be joining the Consultative Committee as the member representing the Dartmouth Park Conservation Area Advisory Committee.

16. **DATE OF NEXT MEETING**

RESOLVED – That the date of the next meeting, to be held on Monday 7 November 2016, be noted.

The meeting closed at 9.20 pm

Chairman

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

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Monday, 18 July 2016**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 18 July 2016 at 11.00 am

Present

Members:

Virginia Rounding (Chairman)	Barbara Newman
Karina Dostalova (Deputy Chairman)	Jeremy Simons
Deputy John Barker	John Beyer (Heath and Hampstead Society)
Keith Bottomley	Maija Roberts (Open Spaces Society /Ramblers' Association)
Revd Dr Martin Dudley	Philip Wright (English Heritage)
Anne Fairweather	
Michael Hudson	
Professor John Lumley	

Officers:

David Arnold	- Town Clerk's Department
Fern Aldous	- Town Clerk's Department
Susanna Lascelles	- Town Clerk's Department
Alison Elam	- Chamberlain's Department
Alison Hurley	- City Surveyor's Department
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Philip Everett	- Ponds Project Director
Declan Gallagher	- Open Spaces Department
Richard Gentry	- Open Spaces Department

1. APOLOGIES

Apologies for absence were received from Dennis Cotgrove, Clare James, Graeme Smith, Councillor Melvin Cohen and Councillor Sally Gimson.

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

There were no declarations.

3. MINUTES

3.1 Hampstead Heath, Highgate Wood & Queen's Park Committee Minutes

RESOLVED – That the minutes of the meeting held on 16 May 2016 be approved as an accurate record.

Matters Arising

Oak Processionary Moth

The Superintendent advised that 12 nests had been found on the Heath and one had been found at Kenwood House. The nests were being removed and further spraying would take place in Spring 2017.

View Point Sign

The new sign would be unveiled on 9th September to coincide with the Committee walk.

3.2 Hampstead Heath Consultative Committee Minutes

RESOLVED – That the draft minutes of the meeting held on 27 June 2016 be noted.

Matters Arising

The Superintendent drew Members' attention to the Consultative Committee's views on the proposed changes to the format of committee meetings and minute styles. The proposals were discussed under Item 5.

Café Leases

The Superintendent updated the Committee on the formation of the Café Working Party, the first meeting of which was due to take place on 19 July 2016.

There was a discussion on the composition of the group, following the Consultative Committee's suggestion that the number of "petitioners" should be increased. In response to a member's concern that the opinions of one particular group could dominate the discussion and affect the outcome of the lease, the Chairman summarised the following points:

- The group was non-decision making and collaborative
- The "petitioners" provided knowledge of the local community
- The need to ensure that knowledge of each of the three cafes was adequately covered in the group's composition
- The petitioners did not have a single agenda and should no longer be referred to in those terms.

It was advised that the Working Party would be evaluating the suggested criteria for the consultation in terms of People, Environment and Economic outcomes. A consultation would be carried out with both users and non-users of the Heath using online and clipboard-based surveys, with focus groups used to form appropriate questions. Visits would also be conducted to other sites offering similar cafés.

3.3 Queen's Park Joint Consultative Group Minutes

RESOLVED – That the draft minutes of the meeting held on 21 June 2016 be noted.

Matters Arising

The Deputy Chairman updated the Committee on an incident that had taken place in Queen's Park, as a result of which the Superintendent had reviewed staff training and the procedures for handling reported incidents.

4. **REVENUE OUTTURN 2015/16**

The Committee received a joint report of the Chamberlain and Director of Open Spaces informing them of the revenue outturn for 2015-16. In response to Members' questions the Chamberlain advised that the underspend had been a result of additional income being generated. The Superintendent stated that the carry forward request for £50,000 café improvement work would be for upgrades to the Lido Building to make it viable premises for the new lease.

RESOLVED – That the Revenue Outturn for 2015/16 be noted.

5. **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 May 2016.

Consultation

The Superintendent updated the Committee on the plans for improving the consultation arrangements, following on from a discussion and resulting recommendations from the Consultative Committee. The priorities that had been identified were;

- To consistently engage with the Consultative Committee at a formative stage when proposals were being prepared
- To prepare a Divisional Plan to feed into a forward reporting plan (to be developed for the November meeting cycle)
- To update the data relating to Heath usage to put reports in greater context and to use statistics to assist forward planning and the decision-making process
- To clearly state in reports going to the Grand Committee the recommendations of the Consultative Committee
- To 'close the loop' by ensuring that the Consultative Committee was clearly informed of the notice taken by the Management Committee of their recommendations.

Schedule of Meetings

The schedule of meetings would be amended to allow for four Consultative Committee meetings and four Hampstead Heath, Highgate Wood and Queen's Park Management Committee meetings per year, with a gap of approximately four weeks between them. This would allow time for reports to be amended to

incorporate the views of the Consultative Committee. It was agreed that the new schedule should begin in the new municipal year (April 2017). The programme of walks on the Saturday morning before the Consultative Committee would remain in place and the Superintendent would circulate a note of the issues discussed on the walks.

Minutes

A meeting between the Town Clerk and the Superintendent would be arranged to discuss the recommendations of the Consultative Committee in regards to the level of detail and format of minutes. It was agreed that the draft minutes of the Hampstead Heath, Highgate Wood and Queen's Park Management Committee should be circulated to the Consultative Committee as soon as they were available.

Open Spaces Bill

It was advised that a meeting with the Kennel Club had been arranged to discuss the issues presented in their petition against the Bill.

Learning Team

A Gateway 2 report for conversion of The Hive would be progressing through the Chief Officers' Group, the Consultative Committee, the Management Committee and the Projects Sub-Committee in due course. The proposal involved the conversion of existing changing rooms into two classrooms and an outdoor learning space.

Benches

The Superintendent advised that 120 applications for benches were on the waiting list, which would be closed to deal with the backlog.

Heath Hands Volunteers

Heath Hands had completed 100,000 hours of volunteering and an invitation to an event to mark this achievement on 21 September 2016 would be sent to Members, who wished to record their thanks to Heath Hands Volunteers for their hard work in supporting the management of the Heath.

Events Update

The Committee wished to thank the Leisure and Events Manager for organising the successful events programme, including the Give it a Go festival, which had been well attended.

Veteran Tree Seminar

A Member informed the Committee of the discussion that had taken place at the Veteran Tree Seminar, which had highlighted the level of expertise of officers working in the Tree Team. The challenges facing the department, including lack of resources, were discussed and the Tree Team were thanked for sharing their expertise.

RESOLVED – That the update regarding the management and operational activities across the Heath be noted.

6. **CROSS COUNTRY PILOT ON THE HAMPSTEAD HEATH EXTENSION**

The Committee considered a report of the Superintendent of Hampstead Heath that sought approval for use of the Heath Extension for a one-year pilot of a young athletes' cross-country race.

The Operations Service Manager advised that a wide-ranging consultation had been carried out on the proposal, the recommendations from which had resulted in a change to the route of the race to avoid ecologically sensitive areas.

It was noted that both the Hampstead Heath Sports Advisory Forum and the Consultative Committee had expressed support for the proposal identified as 'Option A'.

In response to a query from a Member concerning the retrieval of a "reasonable contribution", it was confirmed that a schedule of rates for any damages would be made available to organisers prior to the event.

RESOLVED – That approval be granted for a pilot event to be held on the Heath Extension, using the route identified as Option A, that will ensure no permanent damage is caused to the Heath Extension.

7. **MANAGEMENT WORK PLAN FOR SMALL TUMULUS FIELD**

The Committee received a report of the Superintendent of Hampstead Heath that presented the work plan for the Small Tumulus Field.

RESOLVED – That approval be given to the proposals set out in the work plan (Appendix 1).

8. **PONDS PROJECT PROGRESS REPORT**

The Committee received an update from the Ponds Project Director on the on-going works and habitat restoration at the Heath. It was detailed that the construction part of the project was in its final stages, with the work on track to be completed in October.

The following points were noted:

- About 4.5% of the area of the Heath was directly affected by the works
- The contractor had been considerate to the needs of residents and Heath users, and understood the importance of habitat restoration. The involvement of the contractor at an early stage of the project had proven useful to furthering these and all other project aims.
- The decision not to use Millfield Lane for construction had proven to be beneficial
- The water quality of the Ladies Pond had seen an improvement since the works
- The hot weather had contributed to the silt-drying process.
- The habitat restoration and landscaping works that will follow the construction part of the project is of great importance.

The Ponds Project Director confirmed that he would keep the Committee updated on a claim for additional payment made by the contractor which revolved around the ownership of risk. In response to a question from a Member it was confirmed that a thorough post-implementation review would be conducted upon completion of the Project.

RESOLVED - That approval be granted for the reallocation of landscaping costs to be carried out by the Open Spaces team.

9. **HABITAT RESTORATION OF THE BOATING POND AND TUMULUS FIELD**

The Committee received a report of the Superintendent of Hampstead Heath regarding the habitat restoration proposals for the Model Boating Pond and Tumulus Field. It was proposed that the edge profile of the pond be changed to deter dogs and unauthorised bathers from entering the water. It was noted that the Consultative Committee had been supportive of the recommendations.

In response to a query from a Member the Superintendent confirmed that access to the newly created island in the pond, and the impact to wildlife of pedestrian access, would be kept under review.

RESOLVED – That approval be given to the proposals for habitat restoration and changes to the edge profiling of the model boating pond.

10. **ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016**

The Committee received a report of the Superintendent of Hampstead Heath reviewing the performance of the Heath Constabulary and seeking approval for the continuation of the support for outreach work in Public Sex Environments. The Committee noted that the Consultative Committee had been supportive of the proposal to continue working with the Terrence Higgins Trust, but had deferred commenting on the proposals for the policing priorities until they were able to consider the report on more detail at their next meeting.

In response to a query from a Member the Superintendent confirmed that organisations that use the Heath for events were asked for a contribution towards the policing and administration time involved in their events.

The Superintendent further clarified that the increase in the number of incidents responded to by the Constabulary was due to recent additional training and growing confidence and competencies among the Constabulary as to the extent of their powers, rather than an increase in offences. It was felt that resources were sufficient for the number of incidents reported.

It was reported that the use of a new phone application was increasing the use of the Heath, but that there were associated risks involved with carrying mobile phones in the open.

The Committee wished their thanks to the Constabulary Team to be recorded.

RESOLVED – That;

- Approval be granted for the continuing of outreach work with the Terrence Higgins Trust, and that
- The priorities as laid out in Appendix 4 of the report are endorsed and a further report be presented to the November Consultative Committee meeting.

11. CYCLICAL WORKS PROGRAMME BID 2017/18

The Committee received a report of the City Surveyor detailing the planned programme of Cyclical Works for 2017/18.

It was noted that the Consultative Committee had recommended that the format of financial reports be changed so as to be more readily understood, and the Committee agreed with this suggestion. The City Surveyor undertook to review the content of future Cyclical Works Programme reports.

RESOLVED – That the report be noted.

12. QUEEN'S PARK - SUPERINTENDENT'S UPDATE

The Sub-Committee considered a report of the Superintendent of Hampstead Heath that updated Members on the on-going management and operational activities at Queen's Park.

Members took account of the views of the Joint Consultative Group in their discussion on the proposal to hold a fireworks display in the Park. The Superintendent advised that a wider consultation on events in the Park was currently being carried out with users and local residents, the results of which would inform the policy on approval for such events going forward.

In response to a query from a Member in regards to Christmas tree collection, Officers clarified that the London Borough of Brent funded the collection of the trees from the Park.

RESOLVED – That the request for a licence for a fireworks display in the Park be declined, with the Committee to await the outcome of feedback from the Event Survey to consider it as a future event.

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

The Deputy Chairman circulated examples of interesting donation boxes, following a discussion at the Queen's Park Consultative Group about the amount of donations received.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Director of Open Spaces informed the Committee that a Select Committee enquiry into public parks and their importance to communities had been convened. The City Corporation would be making a submission, the deadline for which was 30th September.

The Chairman reminded the Committee that the Committee Dinner would be held on the 10th October.

15. **EXCLUSION OF THE PUBLIC**

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

16. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting on 16 May 2016 be approved as an accurate record.

17. **PONDS PROJECT PROGRESS REPORT**

RESOLVED – That the non-public appendices to the Ponds Project Report be noted.

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

There was one question.

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

There was no other business.

20. **RESTRUCTURE OF A TEAM WITHIN THE OPEN SPACES DEPARTMENT**

The Committee considered a confidential report from the Superintendent.

The meeting ended at 12.50 pm

Chairman

Contact Officer: Fern Aldous
fern.aldous@cityoflondon.gov.uk
02073323801



Hampstead Heath Sports Advisory Forum

Parliament Hill meeting room

19th September 2016, 6.30pm

Members:

Richard Sumray (Chairman)	RS	Hampstead Heath Consultative Committee
Simon Taylor	ST	Hampstead Rugby Club
Rudolf Benjamin	RB	HH Tennis Coach
Marc Hutchinson	MH	Hampstead Heath Winter Swimming Club, H & HS
Joseph Lowe	JL	Highgate Harriers
Graham Norris	GN	Highgate Harriers
Natasha Cendrowicz	NC	Highgate Harriers
Eleanor Kennedy	EK	Parliament Hill Lido Users Group
David Bedford	DB	Representing Heath Users
Jeff Gooding	JG	Camden Schools Association
Karina Dostalova	KD	Deputy Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee

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
Richard Gentry	RG	Queen's Park and Constabulary 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.	Apologies	
	Nigel Robinson, Virginia Rounding, Jacki Reason, Dave Walton, Richard Priestley, John Carrier.	
2.	Minutes of the previous meeting (16.5.16) and matters arising	
	Apologies to John Carrier, who was incorrectly recorded as Dan Carrier in the minutes of the 16 th May meeting.	
3.	Sports Programme Update	
	MH confirmed additional Q had been added to the summer questionnaire. Face to face, telephone interviews and 6 focus groups were used to collect data across the City of London's Open Spaces. At Hampstead Heath, Highgate Wood and Queen's Park - 3 focus groups took place (Lido Swimming, Pond Swimming, Sports users). The total sample across the Open Spaces was 1,467. MH gave a presentation regarding the feedback received. ST suggestion that 'fun' and/or 'enjoyment' are included in the wording of the	

	<p>questionnaire. DB low figures for runners compared to walkers. MH confirmed this was due to the number of people who took part in the questionnaire, rather than what was observed on site.</p> <p>DG the data collected will help inform the Open Spaces Department Sports Board on the next phase of the review, the Sports Advisory Forum will receive an update at their next.</p> <p>ACTION: BW the City will publish a headline report following receipt of the full data collected.</p>	BW
4.	Sports Fees & Charges 2017/18	
	<p><u>2017/18 proposed sports fees & charges</u> BW last years sports fees were based on bench-marking exercise, this year it is proposed that the sports fees are predominately in the main raised by 1% on average with rounding for ease of cash handling.</p> <p>It is proposed to raise the cost of the tennis annual registration fee by 10% to reflect the added value linked to the introduction of Club Spark.</p> <p>The cost of the Lido season ticket has been raised in-line with the 2015 benchmarking exercise, which indicated the Lido 12 month season ticket should increase to £195. This increase has been spread over two years, and the ratio between the Lido 12 month season ticket and the other season tickets at the Lido has been maintained.</p> <p>BW confirmed he and DG had met with reps from the Highgate Harriers and Hampstead Rugby Club to discuss fee proposals put forward by the clubs. A Consultant will now be commissioned by CoL to work with the Clubs using the Athletics Track facility in order to develop a clearer understanding of their use of the facility and to explore the available options for partnership working and/or licencing.</p> <p>BW confirmed a monthly season ticket has been introduced for 2017/18</p> <p>ACTION: KR to send EK 2015 bench-marking data.</p> <p>ACTION: Sauna prices to be added to Appendix 1.</p> <p><u>Payment methods at Sporting Facilities</u> ST making payments is not always simple at the Athletics Track, as not everyone carries cash. If there was an easier way to make payments it may increase income. BW confirmed that CoL are looking to install a contactless payment system at the Track, similar to the system at the Lido, which will also produce plastic card season ticket which shows the identity of the user.</p>	<p>KR</p> <p>KR</p> <p>DG</p>
5.	Block Bookings for existing Clubs	
	<p>ACTION: BW/DG to clarify if changing room charges for per changing room or per pair of changing rooms.</p> <p>DG confirmed a refund for Hampstead Rugby Club changing room hire would be issued, following problems over the last season.</p>	BW/DG

6.	<p>Tennis</p> <p><u>Update on Club Spark</u> RG general feedback received has been positive. ACTION RG will feedback to the group on the summer of tennis promotion. Staff are have been able to assist members of the public with making bookings.</p> <p>ACTION: RG/BW will meet with John Carrier to discuss on-line booking process.</p> <p>There has been an increase in tennis income and the number of annual registrations sold compared with 2015.</p> <p><u>Tennis regulations</u> RG regulations need to be updated to include the on-line refund procedure. A small working group will be formed to discuss and progress.</p> <p>ACTION: RG to contact RB, ST and PM regarding updating the tennis regulations.</p> <p>ACTION: There will be a discussion item on February meeting agenda, regarding which other sports or services which may be added to Club Spark on-line payment platform.</p>	<p>BW/RG</p> <p>RG</p> <p>KR</p>
7.	<p>Updates</p> <p><u>Highgate Harriers Shelter proposal</u> GN there is support for the initiative from primary schools that use the Athletics Track facility. This was seconded by JG. The proposal is for a 50m long shelter, running along the home straight.</p> <p>BW a wider review of Heath buildings is being undertaken. Planning permission will also need to be considered. If there is support for the proposal, it can be included in the review. General support was received from the Sports Advisory Forum for the proposal to be further explored.</p> <p><u>Duathlon update</u> 232 people participated in the event. £515 was raised from the event which will be split between the Lord Mayors Appeal and supporting school rugby training/coaching sessions.</p> <p><u>Jubilee Hall trust</u> 220 people took part. PM the armoury have requested the event be made a permanent feature of the events calendar. There followed a discussion regarding the number and allocation of 10k and cross country events on Hampstead Heath. It was agreed that the event participations numbers will be slowly increased, until it is clear how many participations the event can accommodate.</p> <p><u>Trim Trail</u> PM has asked Nigel Robinson for an update on the outdoor gym. Two pieces of equipment at the Trim Trail are currently out of action. Like for like replacements have been ordered. DG a number of complaints were received when the two items of equipment were initially removed. Regular users have been kept informed and notices have been erected.</p>	

	<p><u>Cross Country Heath Extension Pilot race</u> DG met with David Walton last week, along with a Heath Ecologist. A route for the race has been agreed. A licence with London Heathside will be drawn up for the event. PM is waiting to receive paperwork and risk assessments from London Heathside.</p> <p>ACTION: DG to share details of the agreed route, and confirm the event date.</p> <p><u>Heath Extension Shower</u> DG works to the valves have been completed. There are further works to be completed in the ladies side. ST thanked DG on behalf of the Rugby Club. DG thanked to the Rugby Club for their understanding and patience in relation to this issue.</p>	DG
8.	Updates on Ponds Project	
	<p>BW there are 6 weeks left of the construction phase, followed by planting and seeding, which CoL staff will be involved in.</p> <p>Following a meeting this evening with reps from each of the ponds, agreement has been reached for ladies' swimming will be relocated to the Mixed Pond for a period of two weeks from the start of October. This is to allow snagging works to be completed at the Ladies' Pond.</p>	
9.	Any Other Business	
	<p>GN the Parliament Hill Athletics Track has hosted both the National 10,000m track championships and the National Cross Country Championships – no other facility has hosted both.</p> <p>BW looking to prepare a business case to let out further space at the Lido, and a short term lease has been granted for the gym, as this space is not yet being utilised by the café.</p>	
10.	Date of the next meeting	
	6th February 2017, 6.30pm, Parliament Hill Meeting Room.	



Heath Hands mid-year summary for 2016/17

Heath Hands is an independent charity formed in 1999 among other things to preserve and enhance the special character of Hampstead Heath and the Kenwood Estate. Our volunteers work in partnership with the City of London Corporation and English Heritage to support their conservation, learning, ecology and public event activities.

Highlights of 2016/17 to date

- In August the charity reached 100,000 hours of volunteering since our founding. The milestone was marked with a wonderful celebration at Kenwood with volunteers (new and old), friends, CoL and EH staff and local VIPs taking part
- largest ever monthly volunteering contribution in July with over 1300 hours
- volunteer led conservation sessions launched as Heath Hands takes the lead in maintaining Whitestone Garden and the Education Garden
- opinion survey of membership undertaken to inform decision making

Volunteer Activity

Figure 1: Total Heath Hands Volunteer contribution in hours per month. Current year in blue; 2015/16 in red

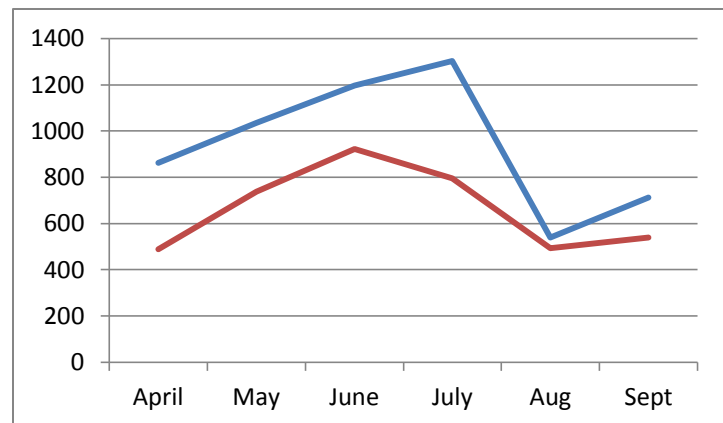
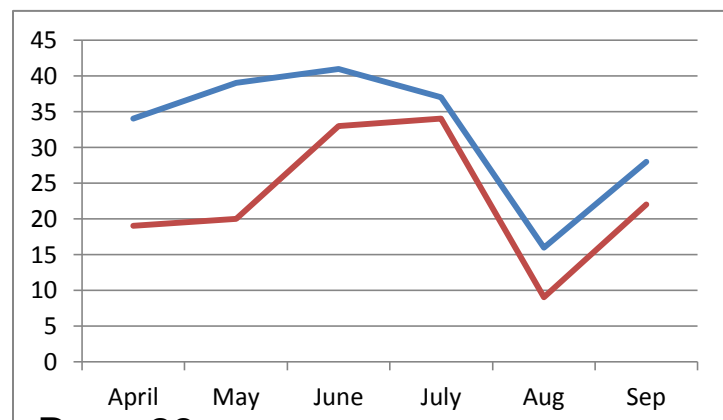


Figure 2: Total number of Heath Hands volunteer sessions per month (excluding office based, governance and wildlife monitoring). Current year in blue; 2015/16 in red





Heath Hands
The Dairy, Kenwood House
Hampstead Lane, London
NW3 7JN

020 8458 9102
info@heath-hands.org.uk

Membership Status (as at 30th September 2016)

Membership:	179
Active Volunteers:	91%
Conservation Volunteers:	83%
Wildlife Interpreters:	13%
Wildlife Monitors:	7%
Office Volunteers:	5%
New volunteers recruited (since 1 st April):	48
Volunteers continuing after 3 months:	79%
Volunteers retired/left (since 1 st April):	26

Objectives for remainder of 2016/17

- launch Heath Hands Strategic Plan (to 31st March 2020) in early 2017
- formalise relationship with CoL as Partnership Agreement finalised in late 2016
- consider incorporation of charity and enhance governance structures and procedures
- welcome the CoL Learning Team to the Hive and collaborate on delivery of Wild about Hampstead Heath
- continue volunteer recruitment drive and building of links with local community groups
- continue to support CoL and EH staff on the ground wherever our volunteers are needed

Committee(s)	Dated:
Hampstead Heath Consultative Committee	07.11.2016
Subject: Superintendents Update	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: Bob Warnock – Open Spaces Department	

Summary

This Report provides an update to Members of the Hampstead Heath Consultative Committee on management and operational activities across the Heath since June 2016.

Recommendations

It is recommended that:

- Members provide feedback to the Superintendent on the contents of this report, and specifically in relation to the Management Framework, including Appendix 1 – Forward Plan, the proposal for a May 2017 Affordable Art Fair event and views on the October circus.
- The views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their November meeting.

Main Report

Open Spaces Department Business Plan

1. There is currently a corporate project to review the business planning process within the City of London. This group is looking at the process for business planning; ensuring the effectiveness of the “golden thread” between the strategic aims of the organisation and the service outcomes; ensuring the effectiveness of planning and liaison between different parts of the City of London; as well as how information is presented to Members.
2. The Open Spaces Department is engaged in this project, and is also considering business planning within the Department. Early discussions with Superintendents have suggested that one approach could be to focus the Department's Business Plan on:

- Highlighting the key strategic issues and actions for the Department and the desired outcomes (i.e. pests & diseases, green belt, population change).
 - Knowledge sharing and collective action – the things where the Divisions act together (i.e. current projects like the Open Spaces Bill, Fleet & Equipment Review, Energy Efficiency) and the desired outcomes from this work.
 - Articulating the requirements of the Department to the City (i.e. HR, IT, procurement).
3. The Business Plan would also need to reflect how the Open Spaces are delivering key outcomes for the City of London, and where the Department is working to deliver in partnership with other Departments. The business plan would also reflect the key actions and activities for each of the sites, and articulate the desired outcomes of these. The City's approach to outcomes is likely to be articulated around People, Place and Prosperity.
 4. Such an approach would necessarily reflect the importance of the site Management Plans and associated work programmes. These are particularly important due to the high levels of community engagement in these plans and the direct applicability of these plans to the sites and the communities they serve. In reality, the relationship between the Department's business plan and the Divisional plans is already one of iterative development. The Business Manager would like to see the privileged position of the management plans recognised more formally within the Department's Business Plan.
 5. As the corporate approach to business planning is being reviewed therefore the Superintendent has asked that the Business Manager engage with the Consultative Committee in the new year.

Management framework for the North London Open Spaces Division

6. The management framework for the North London Open Spaces Division is based on the approach outlined in the Hampstead Heath Management Plan 2007-2017, Chapter 8 – Implementation and Prioritisation. We are seeking to integrate this approach across all three sites, so that it becomes embedded into our ways of working, and as the principal means of engaging with Members, formal consultation forums and the wider community.
7. A key element of this framework is a medium-term plan to steer implementation of higher-level strategies and objectives, by prioritising programmes and projects for resource allocation.

Forward Plan

8. This is to aid agenda planning, and to give Members notice of the projects and proposals that are being prepared for their consideration and input, along with an indication of timescales. The Forward Plan will also be used to inform the Consultative Committee walks programme. The Forward Plan is appended to this report.

2018 Plan and Management Framework

9. It is proposed that the 2018 Management Plan for Hampstead Heath is integrated into a management framework that includes:
 - A ten-year Management Plan that sets strategic direction, commencing in April 2018.
 - A Divisional Plan (medium-term plan) that guides implementation, commencing April 2018.
 - An Annual Work Programme and Projects Plan.

Divisional Plan

10. Implementation of the strategic objectives set out in the 2018 Plan will be via a Divisional Plan (medium-term plan), which will be prepared, implemented and reviewed on a three-year rolling basis and align with the Corporate business planning cycle.
11. The purpose of a Divisional Plan will be to set out programmes and projects to be prioritised for resource allocation across Hampstead Heath, Highgate Wood and Queen's Park.
12. The Divisional Plan will present priorities and projects drawn from the relevant Management Plans, the Open Spaces Department Business Plan and other relevant policies and strategic documents.
13. Work on preparation of a Divisional Plan has commenced, with the 2018 Hampstead Heath Management Plan providing an impetus and with the aim of having it in place for implementation in April 2018. A draft version of the Divisional Plan will be submitted to the Consultative Committee in November 2017 for comment, and then for final approval before March 2018.

Annual Work Programme and Projects Plan

14. The proposed Annual Work Programme and Projects Plan has been prepared for the period January 2017 to March 2018, covering five seasons. This is to enable a transition from the previous calendar year planning cycle to align instead with the financial year. This will coincide with the 2018 Hampstead Heath Management Plan timescale and with the Corporate Business planning cycles. Following this transition period, it will continue as an annual programme, commencing in April of each year and ending the following March.
15. Highgate Wood & Queen's Park are following the same format and reporting period. The Annual Work Programme and Projects Plan for each have been adjusted accordingly.
16. Work will continue over the coming year to broaden the scope of the Annual Work Programme and Projects Plans to include all aspects of work on the Heath.
17. In June each year, the Superintendent will present a report reviewing achievements against the previous year's Annual Work Programme and Projects Plan, and capturing learning and improvements for inclusion in the Plan for the subsequent year.

The Superintendent is seeking views from Members on the following points:

- Whether Members support the full integration of the Management Framework into our ways of working (as set out in paragraph 9).
- Whether Members consider the proposed timescales suitable for production of the Divisional Plan and Annual Work Programme and Projects Plan (as set out in paragraph 13).
- Whether Members support the changing reporting periods and consider that this will enable them, through more effective engagement, to influence and shape the management across Hampstead Heath (as set out in paragraph 14).

Review of 2016 Events Programme

Affordable Art Fair

18. The Superintendent has met with the organisers of the Affordable Art Fair to discuss their proposals for 2017. The organisers have confirmed that they wish to return to Hampstead Heath for the 7th year of the Affordable Art Fair, although they have also confirmed that the GROW London event will not proceed in 2017.
19. The organisers have submitted a proposal to hold the 2017 Affordable Art Fair from 10-14 May 2017. This would involve the Affordable Art Fair occupying the Lower Fairground site from 24 April to 19 May 2017, to facilitate set-up and dismantling of the temporary event structure. The Superintendent invites Members' feedback on this proposal to move the 2017 Fair to the month of May.
20. The 2017 Easter Fair will run from 14-17 April, the Whitsun Fair from 27-29 May, and the August Bank Holiday Fair from 26-28 August. On each occasion, the Fairs need a couple of days before the events to set up and usually a day to pack away and leave the Lower Fairground.
21. The date for 'Race for Life' has yet to be confirmed, although this is usually held on a Saturday in early July, with the runners assembling and starting from the Lower Fairground. This event only requires the use of the site for a single day.

Circus

22. Zippos have been holding a circus with performing domesticated animals on Hampstead Heath since October 2000. The acts vary from year to year but are based around horses, dogs and budgerigars. In 2016 the circus included a number of domesticated rescue cats in the act.
23. The circus comprised of 12 performances, plus one charity performance, which raised over £200K for a selected Cancer Charity. An estimated 6,000 people attended the circus.
24. The Animal Welfare is to a very high standard and the City of London Animal Health Inspector completed an inspection of the animals at Hampstead Heath in 2015 and the circus undergoes numerous checks throughout its tour.
25. The last inspection was carried out on Thursday 12 May 2016. The Animal Health Inspector raised no concerns following this inspection.

26. There were no activists on site during the first show on Thursday 29 September. On Friday 30 September seven activists undertook a sustained period of hostile abuse, provocation and intimidation towards the Hampstead Heath Constabulary Officers. This activity was filmed by the activists and published on social media. Activists attended the event five out of the six days during the circus event programme at Hampstead Heath. Constables were required on occasion to eject the activists from the Heath due to breaches of the byelaws. On the final night, the direct action of the activists continued to include chalking on the pathway (a breach of Byelaw 2) and continuous and sustained periods of hostile abuse and intimidation towards the Constabulary Officers who were present. The activists obstructed a moving circus vehicle by laying in front of it as it attempted to depart from the Heath, the Metropolitan Police were called but were unable to attend due to another incident occurring in the Borough. Activists filmed their presence and the actions of the Constables on a number of occasions.
27. There were a number of bylaws breached by the activists, this included Byelaw 2, defacing property, 36 – Distribution of leaflets, 38 – Delivering a public address to a group of people, 44 – Entering the Circus compound itself and obstructing the free running of the event.
28. Following the circus the Superintendent received a number of emails from members of the public stating that they did not wish to see animals used in shows for the purpose of entertainment.
29. On 19 October the Leisure and Events Manager received a petition, calling for a 'ban on the use of animals in Circuses in the UK'.
30. The Superintendent seeks views from Members' on the 2016 Circus to inform the 2017 programme of events.

Open Spaces Bill

31. There is a Bill Committee hearing in the House of Commons on 15 November. The Committee will hear an associated petition from the Kennel Club in respect of Freedom of Information relating to community protection notices.

Capital Projects

East Heath Car Park

32. An indicative cost for resurfacing the car park using a porous asphalt surface is being obtained from the City's Highways contractor. This will inform the production of a Capital Projects Gateway 1/2 report. The initial stage requires City of London Chief Officer scrutiny, which we envisage will take place in December 2016. The Superintendent will then bring the Gateway 1/2 report to the Consultative Committee in January 2017 for discussion. This will be prior to the commencement of the formal process through the Hampstead Heath, Highgate Wood & Queen's Park Committee and the Project Sub Committee.

The Hive

33. A feasibility report, led by the City Surveyors, was completed in September 2016. This report considered the proposed conversion of the remaining

changing rooms at the Hive into a learning space to support the Learning Programme.

34. Members of the Learning Team are currently utilising the existing office space at The Hive and sharing this space with Heath Hands volunteers.
35. The Superintendent will provide an update at the meeting on the next steps for this project.

Lido

36. The Superintendent will provide an update at the meeting regarding the use of vacant space at the Lido.

Cafés

37. In June 2016 the Superintendent appointed an Independent Consultant to undertake a programme of engagement and consultation with users and non-users of the Parliament Hill, Golders Hill Park and Highgate Wood cafés, to inform an Options Appraisal to guide future decisions on these café leases.
38. In July 2016, the City formed a Café Working Party (CWP) comprising representatives from the lead campaigners, as well as representatives from each of the Consultative Committees with knowledge of the three cafés, together with a representative of the Hampstead Heath, Highgate Wood and Queen's Park Committee. The CWP has met three times to agree the format and design of the engagement and consultation exercise, which is being implemented by the Independent Consultant. Initially a "Stakeholder Map" has been prepared to ensure the consultation is reaching all the communities that live around the Heath and Highgate Wood.
39. The engagement and consultation comprises:
 - An online questionnaire, available for six weeks commencing 26 September. A link to the questionnaire has been widely distributed to user groups and local community groups around the Heath and Highgate Wood.
 - Paper copies of the questionnaire with Freepost return envelopes have been made available at the Parliament Hill, Golders Hill Park and Highgate Wood cafés.
 - Food events are being held outside the cafés at weekends and during the week. These are being run by the Consultant, with the full support and participation of the existing café leaseholders, and are being used to engage proactively with café users.
40. A series of visits to other London Parks and Open Spaces cafés has been organised to look at a range of different offers and to meet the proprietors, to evaluate other successful business models. This will involve the members of the CWP and the three existing Leaseholders.
41. Once the initial results from the online and paper questionnaires have been analysed, the Consultant will be holding a workshop with the CWP to review the feedback and to discuss the outcomes that are emerging. This will be critical to establishing the Social, Environmental and Economic outcomes for each of the cafés.

42. Following this, towards the end of November the Consultant will report back the full findings from the consultation to the CWP, who will then have the opportunity to discuss the options for each café, taking into account the feedback from the public.
43. In January 2017, the Superintendent will present a report to the Hampstead Heath & Highgate Wood Consultative Committees, setting out the learning from the consultation and the options for café leases beyond January 2018. Once the views from the Consultative Committees have been considered, a further report will be presented to the Management Committee for decision.

Drones

44. Drones are becoming more readily available and affordable through High Street retailers, and open spaces appear to be an ideal location for those with a drone to fly them. During the past year, the Hampstead Heath Constabulary has dealt with a number of incidents relating to the use of drones.
45. Drones (without surveillance equipment) come under the definition of 'small unmanned aircraft' in the Air Navigation Order 2016 ("ANO"), being any unmanned aircraft having a weight of not more than 20kg. A contravention of any of the following provisions of the ANO is a criminal offence.
46. Under article 94 of the ANO, a person in charge of a small unmanned aircraft:
 - May only fly the aircraft if reasonably satisfied that the flight can safely be made.
 - Must maintain direct, unaided visual contact with the aircraft.
 - Must not fly the aircraft (if it weighs more than 7kg) within certain types of controlled airspace, without the permission of air traffic control, or otherwise at a height of more than 400 feet.
 - Must not fly the aircraft for the purposes of aerial work, except in accordance with a permission granted by the Civil Aviation Authority ("CAA").
47. The ANO makes a further distinction between drones with or without surveillance equipment, which are subject to additional rules. In reality, the majority of drones available through High Street retailers come with a built-in camera and are therefore subject to these additional rules. In the ANO, drones with surveillance equipment come under the definition of 'small unmanned surveillance aircraft', being a small unmanned aircraft that is equipped to undertake any form of surveillance or data acquisition.
48. Under article 95 of the ANO, a person in charge of a small unmanned surveillance aircraft requires a permission from the CAA to fly the aircraft:
 - within 50 metres of any vehicle, structure or person, or within 30 metres of any person on take-off or landing (excluding the controller, etc.);
 - over or within 150 metres of an organised open-air assembly of more than 1,000 persons;
 - over or within 150 metres of any congested area.

49. All these rules are straightforward and objectively measurable, except for the last one. Schedule 1 of the ANO provides that:-

'Congested area' in relation to a city, town or settlement, means any area which is substantially used for residential, industrial, commercial or recreational purposes.

50. Hampstead Heath is an area within London that is wholly used for recreational purposes, and therefore comes within the designation of a congested area. This is also the view of colleagues in the Comptroller and City Solicitor's Department, with whom the matter has been discussed.

51. The Metropolitan Police are primarily responsible for the enforcement of these regulations and, although their focus will be on controlled airspace (e.g. Heathrow and Gatwick Airports) and terrorism, they will co-operate in taking enforcement action against ANO offences on Hampstead Heath.

52. In view of this advice, it is proposed that a Drones Policy is prepared for Hampstead Heath, Highgate Wood and Queen's Park. Further consultation will be required with Members and stakeholders, including the Metropolitan Police Service and relevant user groups.

Memorial Benches

53. Work on the Memorial Bench Project continues, with mapping completed across all areas of Hampstead Heath, including the areas impacted by the Ponds Project. The survey has provided detailed information about the location, construction and condition of over 550 benches across the Heath.

54. Eight benches have been replaced or refurbished as part of the landscape improvement works on the summit of Parliament Hill.

55. Work is now complete on updating the records and sponsorship contact details for memorial benches, including the transfer of historic paper records to the bench sponsorship database. This has highlighted that, due to the elapsed length of time, sponsorship details are no longer current for many benches that are nearing the end of their life and due for renewal in the coming year. In the interim, the Superintendent has endorsed the practice of placing a notification on these benches regarding its imminent renewal. This method was successfully employed to notify sponsors of memorial benches that were in the vicinity of the Ponds Project compound and works.

56. Members of staff have received training in the use of the bench database and are using the information to plan Annual Work Programmes for bench maintenance and renewal. This work is captured in the Annual Work Programme for 2017/18. Priority areas for these Programmes include continuation of the improvement works at the summit of Parliament Hill, reinstatement of benches affected by the Ponds Project, and benches across all areas that are reaching the end of their useful life.

57. While this work continues, the waiting list will remain closed until further notice.

58. Work on reviewing and updating the memorial bench policy is underway, with a consistent approach being developed across the Heath. A detailed report and recommendations will be submitted to the Consultative Committee in 2017.

Staff Consultations

59. The Superintendent will provide an update on staff consultations at the meeting.

Learning

60. In April 2016, the new Learning Programme was launched across the Open Spaces including Hampstead Heath. The Programme puts local communities first and aims to make an impact on people's lives through connecting them to our green spaces.

61. At Hampstead Heath, the Learning Programme Team provides:

- A play programme based at the One O'Clock Club and Adventure Clubhouse.
- A schools learning programme based at the Education Centre and various teaching gardens.
- A new project 'Playing Wild', aiming to work with families with under-5s to encourage play in the wilder parts of the Heath.

62. At the One O'clock Club, an enhanced programme of play activities was introduced to support children's play and development of language, creativity, problem solving and intellectual skills. Children were given opportunities to explore using their senses, to use their imaginations and solve problems through activities such as role play in a mud kitchen, exploration of ice, bubbles and foam, and art activities such as printing, painting and modelling. A total of 4,565 children and 3,483 adults visited the Centre from April to August 2016. Comments from visitors regarding the new programmes, the atmosphere and the staff are very positive:

"We love it here, we feel so safe and welcomed to come."

"The staff are amazing at what they do!!! Keep up the good work!"

63. A new programme of activities in the Clubhouse was also introduced. Young people were able to socialise, explore and assess risks, use their imagination, learn new skills, and build their confidence through activities such as making and launching water rockets, mask making, den building, ball games and natural clay sculptures. In all, 6,990 young people took part, and feedback was very positive:

"I love the Adventure and the staff. We had so much fun doing arts and craft activities."

"My children love coming to the Adventure and Clubhouse. The Staff are great and so are all the activities. It makes me so happy seeing my children play and have fun here, as I used to come to the Adventure as a child – so glad my children can experience this too. Ephraim and the team are amazing!"

"The water slide was the highlight of my summer."

64. In addition, we offered weekly family learning programmes at the Education Centre during the school summer holidays. These were a great opportunity for inter-generational learning and the activities were well received:

"Lovely family activities put on by friendly, helpful and informative staff! Great opportunities for children to get close to nature and to learn about different

species, habitats etc. We all had lots of fun, especially pond dipping and doing the arts and crafts and games, and will surely recommend to friends and be back soon ...

"Absolutely amazing and well-informed team. The activities were different and educational ... most importantly the team made us all feel welcome and happy to participate with activities. Definitely looking forward to coming back in the future. Many thanks..."

65. The school summer term at the Education Centre was very successful, with 4,212 children participating in our Schools Programme, and an additional 441 participating in our Ponds Project. Our Schools Programme provides a broad range of curriculum-linked, facilitated workshops, which enable schools to access the unique learning environment of the Heath and enrich their learning. Feedback from participating schools has been very positive:

"The session was informative and provided children with the first-hand experience of seeing natural habitats." Hawley Infants School

"Everything was fun, interesting and interactive. Thank you!" Beis Yaakov Primary School.

"A really great activity. Raising awareness of the impact of Humans on the environment and as a team building activity!" Hackney City Academy

66. We know that young children want to play in wild areas. However, sometimes parents aren't confident or feel that the wilder areas are not safe. Our new project 'Playing Wild' helps parents break down the perceived risks of playing in wilder areas on Hampstead Heath. Some 132 participants attended our taster sessions throughout the summer holidays, which provided a variety of activities to engage parents and children with exploring the Heath. Through these sessions, we have engaged new families to take part in our longer-term project, which started on 7 September 2016.

Planning

67. The Superintendent will provide an update on planning issues relating to Athlone House, Heath House, the Water House and Parliament Hill / William Ellis Schools at the meeting.

Awards

Green Flag

68. Hampstead Heath was awarded a Green Flag for 2016/17.

London in Bloom

69. In the Walled Garden Category, the Hill Garden and Pergola received a Gold award and was the overall Category Winner.
70. In the Large Park category (over 25 acres) Golders Hill Park was awarded Gold, and has retained this level for three years.

Bob Warnock

Superintendent of Hampstead Heath

T: 020 7332 3322

E: bob.warnock@cityoflondon.gov.uk]

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Appendix 1- Hampstead Heath Consultative Committee Forward Plan

9 January 2017

- Superintendents update report
- Proposed itinerary for 11 March Consultative Committee Walk
- 2016 Events Programme review outline 2017 Events Programme
- Outcomes from the café engagement and consultation and options appraisal
- Report on Kenwood Yard resurfacing
- Report on East Heath Car Park resurfacing
- Update on Hampstead Heath Ponds Project landscaping
- 2016 Review of Weddings and Civil Partnerships at the Hill Garden and Pergola

13 March 2017

- Sports Advisory Forum minutes (6 Feb meeting)
- Superintendents update report
- Proposed itinerary for 17 June Consultative Committee Walk
- Update on Hampstead Heath Ponds Project landscaping
- Draft Policy on the use of Drones on Hampstead Heath
- Draft Policy on the provision and management of Memorial Benches

19 June 2017

- Sports Advisory Forum minutes (May meeting)
- Superintendents update report
- Proposed itinerary for 7 October Consultative Committee Walk
- Provisional Cyclical Works Programme 2018/19 (AWP Surveyors report)
- Update on Hampstead Heath Ponds Project landscaping
- Constabulary 2016/17 Review and updated Engagement, Education and Enforcement Plan 2015—2018

9 October 2017

- Sports Advisory Forum minutes (September meeting)
- Superintendents update report
- Proposed itinerary for January 2018 Consultative Committee walk (dates to be confirmed)
- Proposed Fees & Charges 2018/19
- Annual Work Programme and Projects Plan 2017/18 - Interim review (Jan 2017 – Sept 2017) to inform the proposed Annual Work Programme and Projects Plan 2018/2019.
- Update on Hampstead Heath Ponds Project landscaping

January 2018 (date to be confirmed)

- Superintendents update report
- Proposed itinerary for March Consultative Committee Walk
- Proposed Annual Work Programme and Projects Plan 2018/19
- 2017 Events Programme review outline 2018 Events Programme
- 2017 Review of Weddings and Civil Partnerships at the Hill Garden and Pergola

The following additional reports will be prepared for the Hampstead Heath Consultative Committee in 2017. The forward plan will be updated and reviewed at each meeting:-

- Update on Open Spaces Learning Programme
- Annual Review of Tree Pests and Diseases at Hampstead Heath
- Open Spaces Business Plan and Risk Registers
- Golders Hill Park Zoo and Queen's Park Farm
- Open Spaces Bill
- Café report
- Heath Hands Annual Report

Committee(s)	Dated:
Hampstead Heath Consultative Committee – For Discussion	07.11.2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.2016
Subject: Hampstead Heath Management Plan Review Findings	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: Lucy Gannon, Open Spaces	

Summary

The process to review and update the Hampstead Heath Management Plan has reached another milestone in its development. The purpose of this Report is to share the findings from the review of the 2007 Plan for your consideration and guidance in shaping the 2018 Plan.

Workshops were conducted to consult with members of past working groups involved in developing the 2007 Plan and with Hampstead Heath staff. The review captured insights and learning under five key headings to inform the development of the 2018 Plan. Key recommendations by theme include:

Theme 1 – Progress: the 2018 Plan shall build on the 2007 Plan and embed monitoring and regular reporting into ways of working.

Theme 2 – Structure: the 2018 Plan shall be embedded in a management framework for Hampstead Heath, to establish a golden thread from the 2018 Plan through to service delivery at the site level.

Theme 3 – Relevance: refreshing the objectives set out in the 2007 Plan and setting a mid-term review (five-yearly) for the 2018 Plan, will ensure it remains relevant and responsive to future changes.

Theme 4 – Engagement: engaging widely to articulate a long term vision for the Heath will inform strategic principles that can guide future management decisions and resolution of emerging issues.

Theme 5 – Evaluation: the 2018 Plan shall adopt an outcomes-based approach to inform prioritisation of resources and realise management aspirations.

Recommendation(s)

- That the views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.
- That Members endorse the recommendations in this Report being incorporated into the 2018 Plan.

Main Report

Background

1. The ten-year Management Plan for Hampstead Heath will expire in 2017, making development of a revised Plan for implementation in April 2018 (2018 Plan) a priority project. Work commenced with a review of the current Management Plan (2007 Plan) and is progressing in line with the programme outline presented to the Consultative Committee and Management Committee in March 2016.
2. Completion of the Review Stage marks an important milestone. The purpose of this Report is to share the findings from the review of the 2007 Plan for your consideration and guidance to shape the 2018 Plan.

Current Position

3. Early consultation revealed consensus that the 2018 Plan must build on the strengths and reflect the intentions of the current Management Plan, whilst making necessary updates to ensure it remains relevant into the future. A series of meetings and workshops has been conducted to review the effectiveness of the 2007 Plan and to share insights and capture lessons learned.
4. A review of achievements and progress towards the Essential Actions and Aspirational Goals set out in the 2007 Plan was conducted with the Hampstead Heath management team and a summary report is included in the appendices. The report demonstrates that the Overriding Objectives set out in the 2007 Plan have shaped our work over the past 9 years, with the majority of Essential Actions achieved or on-going. This review has highlighted the importance of embedding regular reporting into the 2018 Plan.
5. Two workshops were facilitated by Creative Wit, the first on Thursday 1 September 2016 bringing together fourteen Hampstead Heath and Open Space Division staff drawn from all service areas. On Saturday 10 September, four members of past working groups who had been involved in developing the 2007 Plan joined the Superintendent and three staff to reflect on the 2007 Plan and to discuss the way forward. In addition, a number of interviews and meetings were conducted for those who were not able to take part in the workshop, including the past Superintendent of Hampstead Heath, and the previous Open Spaces Communications Manager, Senior Ecologist, a member of the policy working group for the 2007 Plan and a member of the working group for natural landscape. Full details of participants are included in a consultation register provided in Appendix 1.
6. Findings from both workshops are summarised in reports prepared by Creative Wit, which are included in Appendix 2. The workshops provided a rich mix of ideas and suggestions to feed into the development of the 2018 Plan. In particular, several consistent messages emerged:
 - The 2018 Plan should set the principles, values and ethos within which everyone operates. The review was seen as an opportunity to 'put people at

the heart of the Plan', to capture the passion and commitment to ensure the Heath remains a unique, high-quality, accessible public space for all.

- The review of the 2007 Plan should be one of 'evolution not revolution'; it is important that we build on the good work and solid foundation in the current Plan.
- An outcomes-focused plan should enable effective decision-making, and establish a proactive approach to achieving and celebrating success.
- There should be clear mechanisms for evaluating and reporting progress.
- The new Plan can share clear messages about the purpose of the Heath and allow stakeholders to understand how priorities have been arrived at.
- Conflicts will arise and the Plan should provide a transparent framework for how they are resolved.
- The 2018 Plan should provide a clear link between strategic objectives and how they frame the day-to-day work on the Heath.
- The Plan should provide a long term framework for how Hampstead Heath will be managed into the future, supported by a medium term implementation plan which sets out how this will be delivered in response to changing priorities and resource implications.
- Future scanning - mapping out future trends, challenges and opportunities was seen as important.

Options

7. As set out in the March 2016 Committee Report, the consultative review of the 2007 Plan addressed five key themes:
 - Progress: measuring progress and achievements to date;
 - Structure: reviewing the structure of the plan and associated framework for delivery;
 - Relevance: refreshing the objectives, actions and goals to ensure relevance in the current and future contexts;
 - Engagement: fostering a spirit of shared stewardship;
 - Evaluation: adopting an outcomes-based approach.

Proposals

Progress: Measuring progress and achievements to date

8. Workshop participants generally agreed that progress towards the objectives in the 2007 Plan has been achieved, and were able to highlight many projects and improvements. Many achievements have been presented in various Committee Reports over the past nine years, although it was somewhat challenging to qualify this in the absence of a regular reporting framework. It was felt that reporting procedures as set out in the 2007 Plan were not successfully

embedded into ways of working and that this is an improvement that needs to be made in the 2018 Plan.

The question of how effectively the 2007 Plan has guided management, prioritisation and decision-making was also challenging. There was general agreement that the established protocol of referencing the relevant 2007 Plan objective or action in Committee Reports is useful, and that this could be taken further to establish a direct link between the strategic objectives and proposals being presented to Committee (Committee Forward Plan).

9. **Recommendation:** It is proposed that there is regular reporting on progress and achievements, in direct reference to the strategic objectives set in the Plan. This may be achieved by building on the current reporting to Committee and the yearly report on the Annual Work Programme (AWP), with an expanded scope to include all programmes of delivery (currently conservation focused).

Structure: reviewing the Plan structure and associated framework for delivery

10. There was a great deal of discussion about the structure of the 2007 Plan and the rationale underlying the title “Towards a Management Plan for Hampstead Heath”. Generally it was thought that the three-part structure had served its purpose for the theme of Natural Landscape, where fifteen compartment management plans have been prepared with detailed specifications for targeted areas of conservation value. However, it was thought unnecessary to replicate this for the other management themes. There was strong consensus that the body of technical papers and specialist knowledge collated for Natural Landscape should not be lost, nor duplicated, whilst acknowledging that this was not necessarily appropriate for other themes.

It was agreed that the 2018 Plan should ensure a clear thread from the strategic level through to implementation, and that on-ground delivery is established and maintained. Development of a medium-term plan (Divisional Plan) will ensure the allocation of resources may be prioritised in response to changing circumstances and needs.

11. **Recommendation:** It is proposed that the 2018 Plan establish a management framework that includes:
 - a 2018-2027 Management Plan that sets strategic directions;
 - a medium-term plan that guides implementation;
 - an Annual Work Programme and Projects Plan, with detailed specifications and guidance.

Relevance: refreshing the objectives, actions and goals to ensure relevance in the current and future contexts

12. Discussion about the ten-year term of the Plan drew the conclusion that this is an appropriate period for a strategic plan. Recognising that change is constant, with the Ponds Project a pertinent example, it was suggested that a mid-term (five-

yearly) review of the strategic plan be conducted, to enable any unforeseen changes to be addressed.

Participants felt that the content of the 2007 Plan remains relevant and that this review should seek to update, rather than rewrite, and to add content where gaps are identified. It was agreed that new issues, challenges and opportunities are likely to emerge in the coming ten years, and that the management framework should be adaptable and responsive to these. It was suggested that a briefer document is more readily updated, and that the 2018 Plan includes a section that considers emerging trends and challenges that are likely to affect future management.

Participants agreed that the 2007 Plan provides a clear statement of intention for the various management themes but felt that it falls short in guiding management on some key issues impacting the Heath today, particularly issues that cross several themes.

Suggestions included that the review build on the objectives set out in the 2007 Plan, to develop guiding principles for addressing complex issues and considering a diverse range of views. Also to review the language used in the Plan, to ensure it reflects the role the Heath plays in the context of the wider London environment, networks and communities, and to be more forward and outward looking.

13. **Recommendation:** It is proposed that the 2018 Plan sets out strategic objectives in the context of a long-term vision for Hampstead Heath and seeks to develop principles to guide future decision-making about integrated and complex management issues. A mid-term review of the strategic Plan is recommended to ensure relevance, with a major review every ten years.

Engagement: fostering a spirit of shared stewardship

14. In terms of priorities, it was felt the Plan could provide clarity around the potentially overlapping priorities of conserving the Heath while ensuring many people benefit from the experiences and facilities it offers. It was suggested that engagement across the wide spectrum of Heath users and communities could help to tease out this paradox. The resulting community data could be used to refresh the existing vision statements, and to inform the development of principles for managing potential conflicts. At the same time, participants expressed a range of views on community engagement, some mindful of the risks of complex issues becoming over-simplified, the challenges of engaging harder-to-reach groups, of managing expectations, and where this sits relative to the role of the Consultative Committee in representing Heath stakeholders. Others were mindful of the importance of inclusive processes and of seeking representation of all Heath users, including the voices of those least heard. A strong theme was recognising the value of partnership working, and the important role that volunteers and local organisations play in realising aspirations for the Heath.

Establishing the Committee Forward Plan as a mechanism for setting and communicating management priorities over the short to medium term, consulting at the formative stage of proposals, and aligning with existing governance

structures will ensure effective engagement is embedded into our ways of working.

15. **Recommendation:** It is proposed that a programme of engagement with the wider community proceeds to refresh the Heath vision and to foster a shared sense of stewardship for the Heath, now and into the future.

Evaluation: adopting an outcomes-based approach

16. There was a general view that a key improvement needed for the 2018 Plan is to establish a framework for monitoring and evaluation, reporting and review that is embedded in our ways of working and governance structures. There was a good deal of discussion about the challenge of acknowledging and communicating success in the absence of clear outcomes being identified. Staff in particular suggested that the 2018 Plan adopts an outcomes-based approach. This will enable us to define the desired result or change we want to achieve and then track progress towards this, communicating and celebrating achievements. It was felt that a monitoring and evaluation framework must be efficient to implement, and must utilise existing knowledge and information if it is to be effective.
17. **Recommendation:** The objectives set out in the 2007 Plan provide an excellent foundation for developing an outcomes-based framework to inform decision-making and prioritising in the context of a long-term vision for the Heath.

Corporate & Strategic Implications

18. The recommendations for a management framework for Hampstead Heath are aligned with the business planning cycle, with key actions, projects and programmes able to be prioritised in the 2018/19 Divisional Plan for Hampstead Heath, Highgate Wood and Queen's Park. Annual Work Programmes across all three sites are also being aligned to financial years, as described in the Superintendent's Update.

Implications

19. The completion of the review stage has provided useful insights into ways that the 2018 Plan can build on the 2007 Plan to steer management over the next ten years. The project may now proceed into Stage 2: Defining Success, which will see a wider engagement programme to capture aspirations for the Heath and describe outcomes and impacts for the Heath and its community, now and into the future.

Conclusion

20. Following a consultative review process, the Superintendent is proposing that the review findings and recommendations be incorporated into the 2018 Plan. The 2018 Plan will span ten years and will be strategic, comprehensive and forward-looking to reflect the scale, significance and complexity of the Heath. It will be supported by a management framework, and will set the strategic direction for

prioritising and allocating resources via a Divisional Plan, which will be delivered via annual work programmes and projects. This management framework will facilitate effective and timely community engagement, and will embed regular reporting, evaluation and review into our ways of working.

Appendices

- Appendix 1 – Consultation Register
- Appendix 2a – Workshop Report - Staff
- Appendix 2b – Workshop Report – past working group members
- Appendix 3 – Programme Outline for the review of the 2007 Hampstead Heath Management Plan (prepared March 2016)
- Appendix 4 – Hampstead Heath Management Plan interim progress report

Background Papers

March 2016 Committee Report: Hampstead Heath Management Plan Review and programme outline

November 2016 Committee Report: Superintendent's Update

Lucy Gannon

Project Management and Support Officer – Open Spaces

T: 020 7332 3779

E: lucy.gannon@cityoflondon.gov.uk

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Appendix 1 – Register of consultation

Year 2016

Stage 1: Review of 2007 Plan: Towards a management plan for Hampstead Heath

Date	Consultation	Participant(s)
10 February 2016	Meeting with the past Superintendent of Hampstead Heath, and member of Policy working group	Simon Lee
9 May 2016	Correspondence with CoL Officer involved in 2007 Plan development	David Bentley
14 July 2016	Meeting with past member of Natural Landscape working group for 2007 Plan	Jeremy Wright
4 August 2016	Meeting with past member of Policy working group for 2007 Plan	Colin Gregory
1 September 2016	Workshop with Managers, Supervisors and staff of Open Spaces Department	Refer to Workshop Report
10 September 2016	Workshop with member of previous working groups involved in development of 2007 Plan and Col Managers	Participants included: <ul style="list-style-type: none"> • Susan Rose (Built Environment WG) • Michael Hammerson (History WG) • Tony Gilchik (Natural Landscape WG) • John Beyer as proxy for Jeremy Wright (Natural Landscape WG) Refer to Workshop Report
Proposed	Chair of Built Environment working group for 2007 Plan	Michael Welbank
Proposed	Past Director of Open Spaces and member of Policy working group for 2007 Plan	Jennifer Adams
Proposed	Past member of Built Environment working group for 2007 Plan	Nick Bradfield
On-going	CoL Officers involved in working groups for 2007 Plan development and implementation	<ul style="list-style-type: none"> • Meg Game, Senior Ecologist (Natural Landscape WG) • Declan Gallagher, Operational Services Manager (Built Environment WG) • Paul Maskell, Leisure & Events Manager (Sports WG)

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Hampstead Heath Management Plan Review

Staff Workshop

Thursday 1st September 2016

Parliament Hill Staff Yard

Report



Participants

- Abigail Tinkler
- Adam Green
- Barry Macefield
- Bob Warnock
- Danny Murphy
- Dave Cobb
- Grace Rawnsley
- Jennifer Wood
- Julia Makin
- Lucy Gannon
- Meg Game
- Richard Gentry
- Richard O'Mahony
- Richard Payne

Workshop Objectives

By the end of the workshop we will have :

- Understood the Review process and our contribution to it;
- Reviewed the current Management Plan in order to ensure that the new Plan fully reflects future priorities and builds on our successes; and
- Considered the framework of the new plan, particularly in terms of key outcomes and performance indicators.

Agenda

Timings	Activities
12.00pm	Arrival and lunch
12.30pm	Welcome and Purpose of the Workshop (Sharon Wright, Facilitator)
12.45pm	How far have we come? <ul style="list-style-type: none"> - Reviewing the current Management Plan to consider : <ul style="list-style-type: none"> o What has worked well? o What would we do differently now?
2.00pm	Tea
2.15pm	Moving Forward What do we need to do in terms of : <ul style="list-style-type: none"> - Structure of the new Plan - Key objectives - Identified and understood outcomes - Setting Performance Indicators - Ensuring comprehensive consultation and buy in
3.45pm	Review <ul style="list-style-type: none"> - Key messages and actions
4.00pm	Close

1. What we love about working with Hampstead Heath

After introductions and an update from Lucy Gannon on the process for reviewing the Management Plan, participants were asked why they loved working on/with Hampstead Heath. Their responses were :

- The people and their commitment to the Heath
- Our stakeholders and their passion for the Heath
- It's a privilege to manage open space in the city which is used by such a variety of people
- The opportunities for sports and leisure
- The new dams and islands – the ecological improvements
- People notice what you do
- The staff and volunteers
- The impact of the spaces on young people
- We're well resourced
- It's unique
- The diversity and variety the Heath offers
- No two days are the same
- It's safe, unique and diverse
- Enabling young people to experience nature

There was clear passion and commitment amongst staff for the Heath. They valued the unique character of the space, the variety it provides, and the interaction with stakeholders and users. These messages formed the basis of further discussion and exploration through the course of the workshop.

2. How far have we come?

Participants were asked, in small groups, to consider the current Management Plan and how effective it had been. In particular, they discussed :

- What had worked well – successes of the current Plan;
- Whether the Plan supported them effectively in identifying and celebrating success;
- Whether the Plan supported and enabled staff to do their day to day jobs effectively; and
- Whether the Plan was still reflective of the Heath's current and future priorities.

In plenary the following points were highlighted :

What has worked well?	Are we doing enough to celebrate success?
<ul style="list-style-type: none"> - We have maintained a high standard and a high level of investment - The Plan is well written, but who is it for? Who is our audience? - Part 2 of the Plan gives clear direction. It has expert input and a clear understanding of need and what will work. It supports reporting to Members on work carried out under the Plan. It provides a 'golden thread' for what we do in this area but other sections are not as well developed - Where communications work they make a difference. For example, communication by public signage, and the Ponds Project set a benchmark for good communications - The Plan provides transparency about why things are done in a certain way - The Plan makes information available to all stakeholders and has been useful in securing funding for the Heath 	<ul style="list-style-type: none"> - No, we're too scared to tell people how good we are! - Need to take a 'You said, We did' approach to keep everyone informed - The Plan doesn't provide outcomes in a way which allows us to celebrate when we achieve them - We're too quick to apologise – we lead by saying 'Sorry' - We need to be positive and pro active in our messages and how we deliver them - We need a positive communications strategy

Does the current Plan help us to do our 'day jobs'?	Does the Plan cover our big priorities for the future?
<ul style="list-style-type: none"> - It sets the ethos but doesn't give enough direction about how things should be delivered - Who is the Plan for? How do we make it relevant for all so that everyone can see how they contribute? - Should it be structured to cover : <ul style="list-style-type: none"> o The Heath o Staff o Stakeholders and communities of interest o Visitors - Is a 10 year Plan too prescriptive? How does it respond to change in that period? - Yes, it supports decision making - It is linked to the Annual Work Plans but..... is there too big a gap between the two? 	<ul style="list-style-type: none"> - Would be helpful if it set the framework for a communications strategy, particularly the relationship between staff and visitors, and how we get messages out to the public - Might usefully cover difficult or awkward issues such as erosion and sustainability - Could provide a way to integrate our two visions (conservation, and allowing people to experience the Heath) - Might include something about data gathering to support our activities and drive actions - Should link activities to resourcing - Establish procedures and protocols for decision making

It was felt that there were helpful elements of the Plan, and in particular, the completion of all three parts of the Plan for Natural Landscape was highlighted as a success. However, there was a good deal of discussion about the fact that the current Plan did not provide clear outcomes which would allow staff to identify when major objectives had been delivered and to communicate and celebrate success. There was also confusion about who the Plan has been written for and that, while it was a comprehensive document that met a need at the time, it would probably now benefit from a clearer structure aimed at key audiences.

In terms of priorities, it was felt the Plan could helpfully provide clarity around the potentially overlapping priorities of conserving the Heath while allowing as many people as possible to benefit from the facilities on offer.

3. Moving Forward

In order to look to the future, participants were asked to consider how the new Plan might be shaped in terms of its structure and content, and how it might best be shared with stakeholders to ensure understanding and buy in. The following points were made :

Group 1

Structure <ul style="list-style-type: none"> - Vision – range of formats for different audiences. Clarity of aim – guided by legislation - Management Plans on different issues – guide how to undertake tasks and link back to aims in Vision 	Objectives
Outcomes (Benefits to people) <ul style="list-style-type: none"> - Behaviour changed by byelaws – dogs, cycling - Enhanced ecological environment - Wellbeing of Londoners through sport 	Performance Indicators <ul style="list-style-type: none"> - Statistics around byelaw changes - Greater biodiversity
Consultation & Buy In <ul style="list-style-type: none"> - Explaining to people why we have to charge and what it costs to run - Proactive – being clear about reasons before they happen - Heath Open Day – showcasing what we do as a whole 	Anything Else? <ul style="list-style-type: none"> - Electronic version of the Plan with hyperlinks to other information - ‘Sales Pitch’ – human, emotional, relevant eg ‘London’s Premier Open Space’ - Valuing human resources as part of the picture – making them ‘visible’ - What machinery makes this happen - Interpretation Plan

Group 2

<p>Structure</p> <ul style="list-style-type: none"> - Move to an integrated management framework that reflects the intentions of Parts 1,2,3 in the 2007 Plan with a clear thread from the strategic level through to the operational level. - Transparent decision making processes - Managing interactions between various policies, strategies and plans - Structure should enable regular and efficient review to ensure currency throughout 10 year life span 	<p>Objectives</p> <ul style="list-style-type: none"> - Specific, Measurable, Achievable, Realistic, Timely (SMART)
<p>Outcomes Based</p> <ul style="list-style-type: none"> - Consider desired outcomes and impacts. For example an outcome may be: the Heath is a safe and inclusive open space for all and; - A strategy for achieving this may be: Establish an effective code of conduct for dog walkers on Hampstead Heath - Set out desired impacts and benefits for users 	<p>Performance Indicators</p> <p>Consider ways in which progress towards the desired outcomes may be measured (practical and feasible) and embed monitoring and evaluation into the 2018 management framework.</p> <p>A culture of continuous improvement and shared learning.</p>
<p>Consultation & Buy In</p> <ul style="list-style-type: none"> - Engagement – Consultation – Information <p>More management transparency and evidence-based decision-making. The Plan should set out principles, frameworks or protocols for considering issues (eg principles for sporting events in 2007 Plan have proved effective) with clear governance and accountability (manage expectations of levels of influence).- Strive to reach as representative a sample of the ‘Heath community’ as possible</p>	<p>Anything Else?</p> <ul style="list-style-type: none"> - Pictures within the Plan - Core audience? - Different name for the Plan - Green Flag Standards/Format - Projecting trends - HLF and potential future funders – ensure the Structure aligns with these

Group 3

<p>Structure</p> <ul style="list-style-type: none"> - We need to understand the audience and purpose before we decide on the structure - Potentially reference the green Flag structure - Mission Statement/new title (to engage) - Section reviewing projected trends – predict impacts - Look at other big organisations to get ideas - Needs to be accessible to the public – something readable – an Executive Summary - We like ‘Heath, Visitors, Staff’ but keep the Green Flag titles underneath 	<p>Objectives</p> <ul style="list-style-type: none"> - Provide transparency, direction - Get public buy in/engage/moderate behaviour/garner respect - Answer how we deal with nature v people? - What’s the point of the Heath? - Shared understanding of what we are trying to do - Secure resources from Committee/Chamberlain - Public understanding - What we are actually going to do
<p>Outcomes</p> <ul style="list-style-type: none"> - People pick up the Plan and read it - People have an understanding about the management of the Heath - People know more about the Heath/how great it is - Staff are involved in the development of the Plan - The Heath is well managed with clear direction for staff - People have a good experience on the Heath (staff and visitors) - People feel connected and have ownership over the Heath (staff and visitors) - People trust us to manage the Heath 	<p>Performance Indicators</p> <ul style="list-style-type: none"> - Yes – we need them but maybe sit outside the Management Plan (in Divisional Business Plans and Annual Work Plans instead) - Industry Standard Awards - Maybe complaints? - Stats/dashboard
<p>Consultation & Buy In</p> <ul style="list-style-type: none"> - Do not start with a blank sheet! - Be clear on what there is scope to consult on (only what we can 	<p>Anything Else?</p> <ul style="list-style-type: none"> - Where does it sit in respect to the Divisional Business Plan?

change) - Respect our knowledge - Difference between evaluation of services and consultation	
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4. Conclusions and Next Steps

The workshop provided a rich mix of ideas and suggestions to feed into the Management Plan Review at this early stage. In particular, consistent messages emerged around :

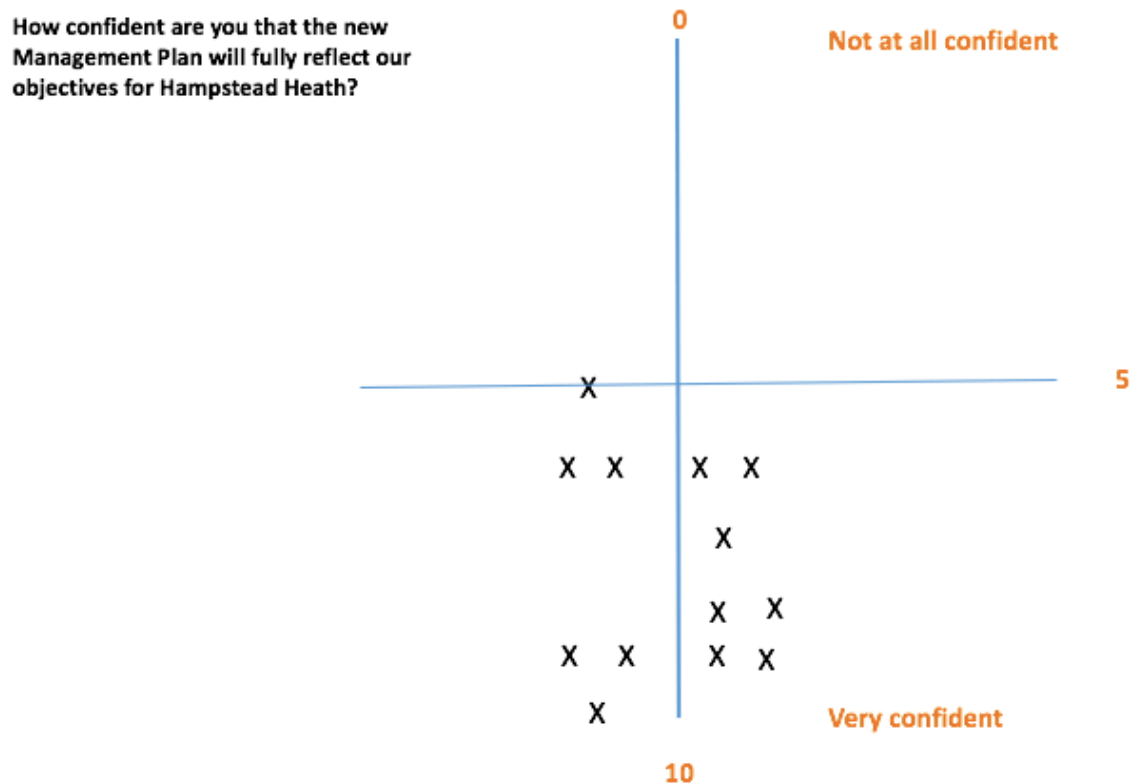
- **Clarity about who the Plan is for.** It was understood that there were a number of potential audiences (trustees, funders, staff, stakeholders, and the public) and it would be important to distil key messages for each;
- **Communications.** It was felt that the Plan could be a very helpful tool in driving positive communications about the Heath and the achievements of staff in delivering high quality services. An outcomes focused Plan would establish the scope of work and enable a proactive approach to celebrating success;
- **Decision making.** It was agreed that the Plan should enable effective decision making and that staff should be able to see how it framed their day to day work. It was felt that the mechanisms by which this happened (ie the links between the Plan and other existing work plans) needed further consideration;
- **Values and Ethos.** The Plan should set the principles, values and ethos within which everyone operated. The review was seen as an opportunity to capture the passion and commitment staff felt for the Heath, so that everyone was aware of the great work being done to ensure it remained a unique, high quality, accessible public space for all; and
- **Future scanning.** Using the Plan to map out future challenges and opportunities was seen as important. This would ensure it was forward looking and could anticipate the impact of future trends.

Participants were asked how staff might best continue to be involved in the Plan review and suggested :

- Using Staff Forums and Newsletters to keep everyone updated on progress;
- Setting up working groups to take forward specific issues;
- Having site 'ideas boxes' or 'meet and greet' sessions to gather further ideas and involve staff at all levels; and
- Asking for 'Champions' from across the organisation who would support the review.

5. Evaluation

Finally, to gauge how staff were feeling after the workshop, they were asked to mark on a scale of 0 (Not at all) to 10 (Very) how confident they were that the new Plan would fully reflect their objectives for Hampstead Heath. Their responses were at the 'confident' end of the scale and are shown below. This will be a useful benchmark for evaluating the effectiveness of staff engagement at a later date.



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Hampstead Heath Management Plan Review

Workshop Report

Saturday 10th September 2016

Kenwood House



Participants

Susan Rose
Michael Hammerson
Tony Ghilchik
John Beyer

Bob Warnock
Declan Gallagher
Jonathan Meares
Lucy Gannon

Workshop Objectives

By the end of the workshop we will have :

- Reviewed the current plan and understood its rationale and underlying drivers in order to better shape the process and the new plan;
- Interrogated the current plan to review success so these can be built upon; and
- Considered the framework of the new plan, key outcomes and performance indicators.

Agenda

Timings	Activities
10.00am	Welcome and Purpose of the Workshop (Sharon Wright, Facilitator)
10.15am	Understanding the Context <ul style="list-style-type: none"> - Rationale and underlying drivers for the current Plan
10.50am	How far have we come? <ul style="list-style-type: none"> - Reviewing the current Management Plan to consider : <ul style="list-style-type: none"> o What has worked well? o What would we do differently now?
11.30am	Coffee
11.45am	Moving Forward <ul style="list-style-type: none"> - What are the main challenges for Hampstead Heath that a new plan should address? - How best can we ensure buy in from stakeholders?
12.45pm	Review of key messages and Close
1.00pm	Lunch

1. Rationale and Underlying Drivers for the Current Plan

The workshop invited those who had been part of the working groups that had developed the current Management Plan to objectively assess its success and to consider how the new Plan might fully reflect the current context.

After introductions and an update from Bob Warnock on the process for reviewing the Management Plan, participants were asked to reflect on how the current Management Plan had been developed. Key points made were :

- The Working Groups which developed much of the content of the Plan were representative of stakeholders which was a positive of the process
- The Working Groups were given an agreed structure and clear topics to address and this was a useful approach
- The Working Groups allowed specialists to be brought into the discussions, and this was seen as helpful in developing the Plan
- This was the first fully integrated Plan for the Heath and sought to develop a structure which could then be expanded upon for individual topic areas. This is why it is titled 'Towards a Plan...' as it was recognised there was more work to do. It was considered at the time that some areas, such as habitat, would require more detailed work than others
- The Plan usefully considered the area around the Heath, taking account of, for example, planning policies, and what impact this might have on the future of the Heath. This was seen as a proactive approach

While it was recognised that the current plan discussions had taken place almost 10 years ago, participants were in agreement that the process had been well structured and inclusive, and that the current Plan reflected the fact that it was a document which could be built on over time. The fact that this was the first comprehensive Plan for the Heath meant it was naturally a starting point for future work.

It was felt to be particularly important that the review of the current Plan included consideration of the areas around the Heath and the impact policies and developments there might have.

2. Reviewing the Current Management Plan

Participants were asked to consider, with the benefit of hindsight :

- What had worked well in terms of the current Plan; and
- What, if anything, they would do differently in developing the new Plan.

In small group discussion and then plenary, the following points were recorded :

There have been many positive aspects of the Plan's implementation, including the designed landscapes such as Hill Gardens

There is still a need to get right the critical relationship between preserving the Heath and having a space which is open to all. Given the need to balance these priorities, there are a range of activities on the Heath where conflict might arise and it is right that the Plan be used to help manage these

It is still right that the Plan sets the big picture context for the Heath and many of the principles in the document are still valid, but.....

- We need to take an evidence based approach and have more baseline data on which to steer future work on, for example, ecology
- We need to quantify the change we want to achieve and then communicate when we've met our objectives
- The Plan needs to set out resource implications for the various activities it contains
- The Plan needs to continue to take account of the area around the Heath and the implications of policies which may overlap
- It would be helpful to structure the Plan to take account of :
 - Long term principles;
 - A medium term strategy; and
 - Links to Annual Work Plans
- It was felt that this approach would help to manage conflicts where they arise, create a more adaptable approach to planning, and ensure there was no distraction from the big priorities



It was felt to be important that the Plan was not totally rewritten, but rather revised to ensure the key principles were clearly stated and that a medium term strategy underpinned these. The strategy should be evidence based, outcome driven and allow for success to be identified and celebrated.

3. Moving Forward

In order to feed views into the development of the new Plan, participants were asked to provide their views on four areas :

- The process of developing the new Plan, including how best to engage key stakeholders;
- The structure of the new Plan;
- The key priorities and issues the new Plan should address; and
- How best to implement and evaluate the new Plan.

In discussion following points were highlighted :

The process for developing the new Plan and engaging stakeholders	The structure of the new Plan
<ul style="list-style-type: none"> - Use the Consultative Committee within the Review Process, particularly to look at progress against the current Plan. The suggestion was to use Specialist Groups to do some of the initial work and then to discuss the outcomes at the Consultative Committee - Use the process to create a shared vision and shared ownership with the Heath community. There was no overall view on how best to do this but it was felt that gathering environmental and social data, understanding the problems the Plan is trying to address, and then targeting specific groups (such as cyclists and dog walkers) for their input may be helpful - Engaging with local schools was seen as a helpful approach 	<ul style="list-style-type: none"> - Much of the current Plan is seen as still being relevant but it does need to be updated and refreshed to address areas where conflict occurs. There needs to be an understanding of where people interface with 'places' and how best to tackle any issues which arise - The Plan contains too many 'considers' and should instead prioritise the urgent and/or essential activities. This will include an assessment of resource implications if priorities are to be delivered - The new Plan should be a clear strategy document so that everyone who reads it understands the direction of travel for the Heath

Key priorities and issues	Implementation and evaluation
<ul style="list-style-type: none"> - The new Plan is an opportunity to set out good news stories showing how far we have come in delivering key objectives - The Plan should set out a clear 'story' of what we want for the Heath in the long term but should clearly manage expectations. Part of the story will be an understanding of the core purpose of the Heath and the values that underpin the City's work - There needs to be an archaeological survey of the Heath - The Plan should set a clear baseline of evidence and be transparent about how objectives will be monitored and evaluated - There should be a clear communications strategy for the Plan - There needs to be clarity about who will be involved in decision making - The Plan is an opportunity to set out clear policies, allowing conflicts to be managed in a transparent way - It was felt that a 10 year Plan covered too short a period. Rather the Management Plan should establish a framework for the future and be underpinned by a medium term delivery plan 	<ul style="list-style-type: none"> - We need to be clear when priorities have been delivered, and have a reporting mechanism which allows us to share successes - Use the Consultative Committee to review progress on the Plan - Be clear about timescales for delivery and how they will be monitored - Have a 5 year interim review process so that the strategic plan can be adapted to accommodate changes

4. Conclusion

Participants were in favour of an ‘evolution not revolution’ approach to the Plan review. However, while they felt many of the core principles and values were unchanged since the Plan was first developed, they were clear that :

- the Plan should be a long term framework for how Hampstead Health will be managed into the future, supported by a shorter term plan which sets out how this will be delivered;
- the new Plan is an opportunity to give clear messages about the purpose of the Heath and what has been achieved in the last 10 years;
- the structure of the Plan needs to be revised to ensure clarity on vision, values, priorities, outcomes, delivery and resource implications;
- there should be a clear evidence base for the new Plan, allowing stakeholders to understand how priorities have been arrived at;
- conflicts will arise and the Plan should provide a transparent framework for how they are resolved; and
- there should be clear mechanisms for evaluating and reporting progress against the Plan.



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Proposed programme outline for the 2018 - 2028 Hampstead Heath Management Plan

Project Stage	Committee report theme ¹	Activity	Methodology	Outputs or products	Spring 2016	Summer 2016	Autumn 2016	Winter 16/17	Spring 2017	Summer 2017	Autumn 2017	Winter 17/18	Spring 2018
Review	Project initiation	Reconvene working groups ² .	Ensure continuity by inviting members of the working groups involved in developing the 2007 Plan to participate in the review. Aim to be inclusive and representative of Heath stakeholders.	Programme of activities for working groups Briefing papers									
	Review progress structure relevance	Review current Plan with working groups.	Review achievements and progress made towards the actions and goals set out in the 2007 Plan. To what extent did we achieve the objectives set out in the plan?	Report summarising achievements of the past decade									
		Engage working groups to capture insights and learning gained from the review.	Capture insights from the review to inform proposals to be considered in developing the 2018 Plan. This includes ensuring an effective structure or framework for the 2018 Plan and ensuring it remains relevant in the current and future context. How can we sustain and improve our performance in the future?	Proposals for a management framework Recommendations for modifications to be incorporated into the 2018 Plan									
Define success	Engagement	Engage widely to develop the community vision.	Invite the wider community to join a conversation about the future management of the Heath. What are your aspirations for the Heath?	Report summarising community aspirations for the Heath									
	Evaluation	Draw on the community vision to define what success will look like.	Begin to describe outcomes and impacts for the Heath and for the community, now and in the future. How can we ensure the 2018 Plan enables and drives success?	Proposed community vision for the Heath Proposed outcomes framework for the Heath									
Development		Prepare a draft 2018 Plan.	Revise current strategies and add new ones to develop a 2018 Plan that sets a clear direction for achieving the outcomes and impacts in the future. How can the 2018 Plan guide delivery to realise the aspirations of the vision?	Proposed 2018 Plan prepared for Committees ³ approval prior to release for wider consultation									
	Engagement	Engage widely on proposed 2018 Plan.	Engage the wider community to seek feedback on the proposed 2018 Plan. Does the proposed 2018 Plan capture community aspirations for the Heath?	Programme of consultation activities Consultation report Recommendations for finalising the 2018 Plan									
Finalise & Implement		Revise and finalise the 2018 Plan.	Finalise the 2018 Plan in light of community feedback.	Final 2018 Plan prepared for Committees approval									
		Committees approval	Report to Committees and seek final approval for the 2018 Plan.	Approval to publish									
		Release and begin to implement the 2018 Plan	Support staff, partner and stakeholder transition to the 2018 Plan and management framework and undertake a project evaluation prior to project close.	2018 Plan published Framework for evaluation of outcomes and annual reporting following implementation of the 2018 Plan.									
Proposed milestones for Committees					Mar-2016 Project start		Nov-2016 Report on progress		Mar-2017 Report on progress	Jul-2017 Draft 2018 Plan for Committees approval		Mar-2018 Final Committees approval	Apr-2018 Implement

Notes:

- Refers to the five broad themes set out in the March 2016 committee report. The report outlines the proposed approach which is to review the current plan and apply the learnings to the preparation of the 2018 Plan. The five themes are:
 - Progress Measuring progress and achievements to date
 - Structure Reviewing the structure of the plan and associated framework for delivery
 - Relevance Refreshing the objectives, actions and goals to ensure relevance in the current and future contexts
 - Engagement Fostering a spirit of shared stewardship through wider engagement
 - Evaluation Adopting an outcomes-based approach to inform evaluation
- Six working groups were established to review specific topics during development of the 2007 Plan. Membership of the groups included experts in that field, local interest and user groups, partner organisations and members of staff.
- Committee³ refers to the Consultative Committee and the Management Committee.

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A Summary of progress to date

Towards a management plan for Hampstead Heath 2007 – 2017

This table presents a summary of the Overriding Objectives, Essential Actions and Aspirational Goals and provides notes on progress achieved to date.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
History	Overriding Objective	H1	Protect and conserve the historic aspects of the Heath and take due account of the distinctive histories of its component parts.	
History	Essential Action	H2	Interpret and make accessible to as wide a public as possible the history of the Heath, and do this in a way that will complement its other distinctive characteristics.	This approach is embedded in large projects like the Ponds Project, the Hill Garden and Pergola and Golders Hill Zoo.
History	Essential Action	H3	Compile an inventory (including assessment of the condition) of the historic features of the Heath and an archive of historic materials (for example maps, photographs and manuscripts). These will assist in historical interpretation. The inventory will feed into a planned and prioritised maintenance programme.	Mapping of artefacts and boundary features as set out in Figure 19 of the 2007 Plan. The City Surveyors undertake a programme of regular inspections and maintenance of these sites and artefacts.
History	Essential Action	H4	Make the link between landscape history and landscape management, so that members of the public can have a greater understanding of current management strategies.	This approach is embedded into programme delivery, in particular through the Annual Work Programme (AWP). It is also a key part of walks and discussions with various Committees and stakeholder groups. Interpretation signs at the Viaduct and Two Tree Hill were developed by a stakeholder group (Geological Society). Also the Wild About Hampstead Heath Project volunteers develop resources that embrace these themes.
History	Essential Action	H5	Historic mapping should be used to help guide management to restore sensitively some	Historic hedgerow mapping informs current management. Recently planted 3 oaks in Tumulus Field based on historical

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			elements of the historic landscape where appropriate, for example, some individual trees which indicate former lines of hedgerows and lost ponds.	mapping.
History	Essential Action	H6	Maintain existing views and consider the restoration of lost views where appropriate.	Since 2007 the Tree Team has undertaken works to maintain the views from the summit of Parliament Hill and Harrow view (from the Pergola). These works are on-going and delivered via the Annual Work Programme (AWP), with tree canopy works undertaken approximately twice within a 10 year period.
History	Essential Action	H7	Contribute historical information to a professionally designed and attractive website (see Essential Action E4).	In recognition of the the significance of the rich heritage of the Heath, historical information is a key theme woven through the CoL web pages. For example; http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/heritage/Pages/the-pergola.aspx
History	Essential Action	H8	Consider establishing a panel of historical advisors to advise the Superintendent on matters relating to history.	To date, a formal panel of advisors has been considered unnecessary, with the Superintendent adopting an approach of seeking advice from historians sought on specific projects and proposals, as appropriate.
History	Essential Action	H9	Encourage a greater involvement of volunteers and local historians in research, production of information (such as themed leaflets) and publications and in guided walks.	The Events Diary includes a programme of guided walks, many of which are led by volunteers and local historians. Volunteer involvement has continued to grow, with Heath Hands celebrating a milestone of 100,000 volunteer hours in September 2016.
History	Essential Action	H10	Consider the provision of better historical information at points of entry to the Heath.	Signage and information boards at points of entry to the Heath have been renewed periodically as required and in line with the Open Spaces identity. Consistent with the general principle of minimising signage across the Heath, it is appropriate to explore new ways of providing interpretative material to visitors.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
History	Essential Action	H11	Make more of this historical information available outside the Heath, for example at libraries, schools and Tourist Information Centres.	In addition to the Events Diary which is distributed to local schools, museums and libraries; information is accessible on the CoL webpages.
History	Aspirational Goal	H12	Consider the establishment of a visitor centre with historical and ecological displays and information about facilities and events (see Aspirational Goal E6).	For further consideration
History	Aspirational Goal	H13	Consider the use of unobtrusive technology for information provision at specific points (see the Kew Gardens example) (see Aspirational Goal E5).	For consideration
History	Aspirational Goal	H14	Consider the establishment of the post of Heritage Officer to run courses, lead walks, prepare teaching packs, etc.	For consideration
History	Aspirational Goal	H15	Consider the re-introduction of grazing to restore a part of the lost landscape of the Heath (see Aspirational Goal NL23).	For consideration
History	Aspirational Goal	H16	Consider undertaking an archaeological survey of the Heath as it is little explored or understood, apart from the major features covered in this chapter.	Museum of London Archaeology surveys were undertaken for areas impacted by the Ponds Project, including a section of Tumulus Fields. Surveys will be conducted for specific projects and proposals, as appropriate.
Natural Landscape	Overriding Objective	NL1	Retain and enhance the Heath's habitats and natural resources to enable continued quiet enjoyment and appreciation of the natural world by its visitors.	

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Natural Landscape	Essential Action	NL2	Maintain a detailed vegetation survey of the Heath.	An overall survey was completed in 2009. The Ecology Team undertakes a range of selected vegetation surveys, bramble extent and invasive species, for example, thistle.
Natural Landscape	Essential Action	NL3	Manage the Heath's grasslands to enhance their nature conservation and aesthetic value.	Annual cutting map prepared and implemented to maintain meadows. Work to create species rich meadow in existing grassland areas includes the Sparrow site (RSPB partnership project) and the Old Hockey Pitch. About five hectares of species-rich meadow sown through the Ponds Project.
Natural Landscape	Essential Action	NL4	Manage the Heath's woodlands and scrub to enhance their nature conservation value and improve their distinctiveness.	Veteran Trees Survey completed in 2006 by Heath Hands volunteers. Activities to ensure the area of woodland is maintained include: maintenance of veteran trees to optimise their life time, treatment of invasive species. A Compartment Management Plan (CMP) for the Orchard was completed in 2011. Also surveyed and planted some rare tree species including Wild Service and Black Poplar. Coppicing of glades within the Fleet Stream compartment continues in accordance with the CMP. Also Sandy Heath Ride glade creation as set out in the CMP.
Natural Landscape	Essential Action	NL5	Manage the Heath's ponds to enhance their nature conservation value.	Nearly 30,000 new aquatic plants across 2,000 square metres have been planted as part of the Ponds Project. Five main ponds have had sediment removed as well as a number of smaller ponds to maintain their nature conservation value. In addition, three new small ponds as well as numerous ephemeral pools have been created at Bird Sanctuary pond and south of Stock Pond. A Compartment Management Plan was completed for the Seven Sisters chain in 2010.
Natural Landscape	Essential Action	NL6	Manage the Heath's hedgerows to enhance their nature conservation value.	A hedgerow survey was undertaken in 2013. A programme of active management, partially funded by a City Bridge Trust grant has significantly enhanced historic hedgerows across the Heath. AWP includes active management works to be undertaken each

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
				year.
Natural Landscape	Essential Action	NL7	Manage the Heath's heathland and dry acid grassland to enhance their nature conservation value (see Aspirational Goal NL15).	Implemented a three year programme partially funded by a City Bridge Trust grant. Active management set out in AWP via cutting regimes.
Natural Landscape	Essential Action	NL8	Manage the Heath to protect and enhance populations of plants and animals protected by law, identified as being Priority Species in national and local Biodiversity Action Plans, or identified in subsequent management planning as being worthy of protection.	On going surveying and monitoring of fauna. Specific species include reptiles (grass snakes), stag beetles, invertebrates and hedgehogs. Plant species monitoring is limited to Tormentil. Annual activities are set out in the AWP and CMPs.
Natural Landscape	Essential Action	NL9	Retain dead and dying wood wherever possible to encourage invertebrates, fungi and birds.	The default approach is to retain dead and dying wood in situ across the Heath.
Natural Landscape	Essential Action	NL10	Use interpretation to explain and make available the Heath's landscape and wildlife resources to a wide and diverse audience.	In 2012, an HLF funded partnership project with the Royal Society of the Protection of Birds (RSPB) was developed to provide innovative interpretation of the Heath's environment – Wild about Hampstead Heath (WAHH). The project was successful in developing 'Guerrilla Interpretation' methods using modified ice cream tricycles packed with interpretative games, messages and activities. The project successfully engaged with new communities and developed a new volunteering programme. WAHH continues to be managed and provided by Heath Hands.
Natural Landscape	Essential Action	NL11	Plan for climate change.	Climate change mitigation and adaptation is embedded into management across the Heath.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Natural Landscape	Essential Action	NL12	Monitor changes in the Heath's ecology (see Aspirational Goal NL16).	The Ecology Team oversees an on going programme of monitoring aspects of the Heath's habitats and fauna as set out in the AWP and CMP. Currently working to involve Heath Hands volunteers in monitoring, for example hedgehog surveys.
Natural Landscape	Essential Action	NL13	Nurture and retain the Heath's current veteran trees and identify and plant replacement trees to maintain the overall stock for future generations (see Aspirational Goal NL17).	This is embedded in the annual work programme for the Tree Team.
Natural Landscape	Essential Action	NL14	Control certain invasive and inappropriate species (see Aspirational Goal NL22).	Control has been relatively effective or at least maintained the status quo for some species, such as Japanese knotweed, bramble and thistle, but less so for others, such as common hogweed.
Natural Landscape	Aspirational Goal	NL15	Retain, restore and extend areas of heathland and dry acid grassland as functioning, sustainable habitats.	0.1 hectares of land was restored from scrub and developed as acid grassland. Management plans were developed for large extents of gorse habitat resulting in a 10% increase in this habitat to date.
Natural Landscape	Aspirational Goal	NL16	Prepare detailed plans to monitor changes in the Heath's ecology.	Generally, monitoring is embedded in the Compartment Management Plans and implemented via the AWP.
Natural Landscape	Aspirational Goal	NL17	Prepare detailed plans to nurture and retain the Heath's current veteran trees and identify and plant replacement trees to maintain and increase the overall stock for future generations.	This is embedded in the annual work programme for the Tree Team.
Natural Landscape	Aspirational Goal	NL18	Consider providing a substantial, undisturbed area of scrub and bramble on the Heath.	The value of scrub and bramble habitats is now recognised, and existing habitats are being proactively managed in accordance with CMP.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Natural Landscape	Aspirational Goal	NL19	Extend the West Heath sphagnum bog outwards and along the valley to the Leg of Mutton Pond.	Several new scrapes have been made as well as opening up of a new seepage point to the east of the West Heath bog. Sphagnum has been translocated and is growing in new locations.
Natural Landscape	Aspirational Goal	NL20	Establish a significant area of reedbed.	Significant areas of wetland vegetation have been planted through the Ponds Project. A Compartment Management Plan was completed for the Bird Sanctuary reedbed area.
Natural Landscape	Aspirational Goal	NL21	Identify wildlife habitats and species close to, but outside, the Heath and encourage their protection and enhancement.	For further consideration
Natural Landscape	Aspirational Goal	NL22	Eradicate or control certain invasive and inappropriate species.	Japanese knotweed, Himalayan balsam and giant hogweed have been successfully removed from several locations. Himalayan balsam has continued to be controlled yearly with involvement of Heath Hands volunteers.
Natural Landscape	Aspirational Goal	NL23	Consider the re-introduction of grazing as a management tool.	For consideration
Hydrology	Overriding Objective	HY1	Manage the Heath's ponds and watercourses to enhance their nature conservation value, reduce flood risk and address water quality problems.	
Hydrology	Essential Action	HY2	Undertake detailed surveys and further data collection and develop an overall management strategy for the ponds on the Heath and their associated watercourses.	Detailed surveys completed for Ponds Project (Hampstead and Highgate chains). Work on a pond management strategy and associated plans to commence at completion of Ponds Project (post-October 2016).
Hydrology	Essential Action	HY3	Ensure that the stability and levels of the dams which contain the water bodies conform to statutory requirements.	Ponds Project was developed to ensure the dams do not overtop and engineering works were completed in October 2016. Built Environment to undertake regular monitoring which will continue

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
				every 6 months.
Hydrology	Essential Action	HY4	Map and manage manmade surface water drainage – especially relating to points where pipework is used to drain water alongside and across paths.	For consideration
Hydrology	Essential Action	HY5	Manage the Heath's watercourses to slow the flow of water, creating pools and wet flushes to slow the speed at which water and sediment enter the ponds and manage the surface of the Heath to increase water absorption.	A number of pools and log dams created. Hampstead Fleet stream management plan developed.
Hydrology	Essential Action	HY6	Review the fishing policy, ensuring that fishing can take place sustainably on the Heath (See Essential Action P5).	For consideration following completion of the Ponds Project.
Hydrology	Essential Action	HY7	Improve water quality through a range of small-scale management projects.	A number of pools and log dams created. Hampstead Fleet stream CMP developed.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Hydrology	Essential Action	HY8	Ensure compliance with the European Bathing Water Directive (2006/7/EC).	<p>The ponds are classed as Inland Bathing Waters under the Directive.</p> <p>Water quality at designated bathing water sites in England is assessed by the Environment Agency. From May to September, weekly assessments measure current water quality, and at a number of sites daily pollution risk forecasts are issued. Annual ratings classify each site as excellent, good, sufficient or poor based on measurements taken over a period of up to four years. Based on samples taken from 2012 to 2015 the ponds at Hampstead Heath have been given the following water standard classifications:</p> <p>Ladies pond – 2015: Excellent Men's pond – 2015: Excellent Mixed pond – 2015: Good</p> <p>Further information about each bathing water profile can be found at http://environment.data.gov.uk/bwq/profiles/</p>
Hydrology	Essential Action	HY9	Seek to improve water quality by reducing deposits of dog faeces (see Essential Action P4).	The Hampstead Heath Constabulary have continued to engage with dog walkers on the Heath. The City continues to make available free dog faeces collection bags and monitors levels of waste collected from dog waste bins. Camden Borough has a Dog Control Order (It is an offence for failing to remove dog fouling). An Engagement, Education and Enforcement Plan sets out Dog Control as a priority.
Designed Landscape	Overriding Objective	D1	Conserve and enhance the historic and planned elements of the Heath's designed landscapes, while improving their appearance and public facilities.	
Designed Landscape	Essential Action	D2	Prepare conservation management plans for Golders Hill Park and the Hill Garden.	For consideration
Designed Landscape	Essential Action	D3	Explore the education and interpretation opportunities afforded by these unique	The Education hub (the Glassroom) and the Butterfly House were developed at Golders Hill Park and support school learning

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			designed landscapes.	activities.
Designed Landscape	Essential Action	D4	Seek to include Golders Hill Park in the English Heritage Register of Parks and Gardens of special historic interest in England.	The high standard maintained at Golders Hill Park is demonstrated by it receiving a London In Bloom Gold Award for the last three years. Further consideration is required with regard to registration with English Heritage.
Designed Landscape	Aspirational Goal	D5	Consider the establishment of an information facility in Golders Hill Park, providing visitors with an insight into its history and management. The facility might also reflect the importance and educational potential of Golders Hill Park's ornamental gardens and horticultural displays by providing gardening advice, for example.	For further consideration.
Designed Landscape	Aspirational Goal	D6	Investigate the feasibility of holding marriage and civil partnership services at the Hill Garden and Pergola, recognising that they should not interfere unduly with others' enjoyment of the Heath.	Wedding ceremonies commenced at Hill Garden and Pergola following a successful trial in 2014.
Built Environment	Overriding Objective	B1	Provide buildings that are fit for purpose and aesthetically pleasing, enhancing examples of good architecture and seeking to reduce the impact of those that are functional, but detract from the natural qualities of the Heath.	
Built Environment	Essential Action	B2	Carry out a detailed review of existing buildings. This Buildings Review should include identification of redundant buildings that might be removed and any need for new buildings, new space provision or alternate use of existing buildings. It should identify mismatches and make proposals to re-locate functions where necessary. The aim is that the	The overall footprint of buildings and their curtilages has not increased. A review of operational buildings is on going with under-utilised buildings considered for adaptation including, for example, the Hive at Parliament Hill Fields and the Glass Room Classroom at Golders Hill Park.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			overall footprint of buildings and their curtilages on the Heath should not increase.	
Built Environment	Essential Action	B3	Consider, as part of the Buildings Review, whether or not the Heath refreshment facilities are in their optimum locations.	In October and November 2016 a consultation and engagement exercise is taking place with café users and non-users. This will help inform future use of under used properties across the Division for refreshment purposes. Current provision of toilet facilities is largely unchanged, with community satisfaction with these facilities being monitored via the 60 second surveys.
Built Environment	Essential Action	B4	Consider, as part of the Buildings Review, the provision of toilet facilities and drinking fountains. Current toilet facilities need improvement.	Drinking fountain at Parliament Hill was successfully relocated and the drinking fountain at East Heath car park was replaced with an improved design for both humans and dogs.
Built Environment	Essential Action	B5	Review the procurement of new buildings or adaptation of existing buildings. New buildings and existing buildings should be considered in context and should strive for high quality architecture which is sustainable, relates to the locality, has stylistic integrity and meets current and future functional needs.	A review of operational buildings is on going with the potential adaptation of under-utilised buildings a key focus.
Built Environment	Essential Action	B6	Maintain all listed buildings and structures, allowing them to be visible and, where appropriate, interpreted and physically accessible.	The Pergola is being restored in stages.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Built Environment	Essential Action	B7	Develop a planned built environment conservation and maintenance programme.	The City Surveyors maintain a 20 year maintenance programme for the built environment and an additional works plan for considering new proposals and projects.
Built Environment	Essential Action	B8	Develop a Design Guide appropriate for the Heath's 'countryside' character. This would be especially aimed at infrastructure other than buildings, but including site furniture, fencing, signage, available technology and path surfaces.	For further consideration. A strategic design standard may be developed to provide guidance to ensure infrastructure and facilities are appropriate for the Heath's countryside character. Guidance for memorial benches was established in 2011 and is scheduled for review as part of the Memorial Bench project currently underway. An Open Spaces corporate identity was developed in 2015 and a refresh of signage across the Heath is on going.
Built Environment	Essential Action	B9	Encourage local planning authorities to introduce a more rigorous process to review proposed developments around the Heath, including potential threats to its views and immediately adjacent boundary.	The CoL has commented proactively on proposed developments around the Heath.
Built Environment	Aspirational Goal	B10	Lido - Bring underused parts of the building into use; Restore the historic fabric and emphasise the architectural quality of the building; Consider the future of the existing café; Seek Heritage Lottery Fund grant support to execute the works; Review parking arrangements and adjust as necessary (there is currently visual intrusion to the main façade); Consider (longer term) warming the water in winter by undertaking a feasibility study to see if it is required or cost-effective.	No application has been made to HLF; however, works to the Lido have been undertaken periodically. The south wall of the Lido has been rebuilt, a new lido sign sourced and improvements done to the roof (new light wells) on the west side of the Lido. Unused space on the north side is currently used as a personal training area. The entrance corridor has been refurbished to create a suite of lockers.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Built Environment	Aspirational Goal	B11	Athletics Track Pavilion and Sports Changing Rooms - Review all the buildings at the Athletics Track and the sports changing rooms; Restore the Pavilion to emphasise its architectural quality; Redesign the other buildings to provide required facilities without detracting from the core historic building.	For future consideration. Since 2007 the sports changing rooms have been refurbished and a new boiler was installed for showers.
Built Environment	Aspirational Goal	B12	Rationalise and reorganise the Heath Maintenance Yards to ensure they are fit for purpose and environmentally sustainable.	The central stores were relocated from Parliament Hill to Kenwood to reduce vehicular traffic. Kenwood Yard is to be resurfaced and drainage improvements in 2017.
Built Environment	Aspirational Goal	B13	Relocate the Heath Management Team base to a site on or adjacent to the Heath.	On going consideration
Built Environment	Aspirational Goal	B14	Parliament Hill Fields - Improve the natural appearance of this area and enhance it as the major gateway to the Heath. This will include the entrances from Highgate Road, Gordon House Road, Savernake Road and Nassington Road.	Improvements to all gateways have now been completed with Swain's Lane entrance landscape improvements undertaken in 2016. Overall the gateways to the Heath have a more rustic feel.
Built Environment	Aspirational Goal	B15	Hill Garden, Pergola and Pitt Arch - Restore and refurbish the Hill Garden and Pergola, the Hill Garden Shelter and the Pitt Arch.	Restoration of the Pitt Arch is complete. The Pergola and Hill Garden has been restored with replacement of pergola timbers on going as per the 20 Year Plan.
Built Environment	Aspirational Goal	B16	East Heath - Review and, as necessary, enhance the entrance to East Heath (Lower Fairground and South End Green) and its facilities. There is a perception that this busy entrance to the Heath is unattractive and does not provide the appropriate welcome to visitors.	Improvements drainage and surfacing of the car park is on going. Improvements to the gateway ensure it is consistent with creating a rural feel. The Fairground is hydro seeded every 2 years to maintain vegetation cover.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Informal Public Use	Overriding Objective	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.	
Informal Public Use	Essential Action	P2	Carry out surveys to establish who uses the Heath and obtain accurate information about numbers of visitors.	Monitoring of customer satisfaction is undertaken via the 60 second surveys and the use of people counters at various locations across the Heath.
Informal Public Use	Essential Action	P3	Review the Heath's litter collection and waste management practices, including encouraging visitors to take their rubbish away.	Trilo method of collection is used across the Heath. Work continues with LB Camden for maintaining recycling bins at gateways including Gordon House Road. Messaging encouraging visitors to take rubbish home with is included in the Events Diary and other publications.
Informal Public Use	Essential Action	P4	Review dog walking, developing a Dog Code to address the conflicts that can arise through lack of control and negligence in collecting dog faeces.	For further consideration. A leaflet has been produced and is widely available to encourage responsible dog control. The Open Spaces Bill is currently in the House of Lords, should this become enacted, it will allow the City of London to licence and regulate commercial dog walkers.
Informal Public Use	Essential Action	P5	Review the fishing policy, ensuring that fishing can take place sustainably on the Heath, providing anglers with a quality recreational experience while not conflicting with the Heath's natural aspect and others' enjoyment of it. Issues to be considered include stock management, water quality, multiple use of ponds by anglers, swimmers and wildfowl.	For further consideration.
Informal Public Use	Essential Action	P6	Commission a further review of cycling on the Heath and its immediate environs, recognising the strength of feeling both for and against cycling and making links to the Traffic	Cycling Review Report was completed 2010/11 and key actions have been implemented, including installation of cycle racks at Parliament Hill Fields, North End Road, West Heath Avenue

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			Management Review (see Aspirational Goal A10). Provide cycle racks at suitable locations.	entrances and at Golders Hill Park.
Informal Public Use	Essential Action	P7	Balance the interests of recreation and ecological value/landscape character, including the protection of sensitive habitats, through careful management techniques including dead hedging and judicious planting. This will assist the Heath's ability to absorb the enormous number of visitors that it attracts.	This work is on going and generally captured in the Annual Work Programme.
Informal Public Use	Essential Action	P8	Manage events, filming and fairs to ensure that there is no long-term damage to the landscape fabric of the Heath and minimise disruption to local communities.	A successful programme of events has been delivered each year. In 2016 the events programme has consisted of 102 sports, wellbeing and cultural events which have engaged with approximately 95,800 members of the public. The programme allows Hampstead Heath to showcase its excellent facilities and highlight the charitable contributions of the City of London Corporation to a regional, national and international audience. At the same time they provide excellent entertainment and learning opportunities for Heath visitors, reach out to new visitors and foster good partnership working with local councils and community organisations.
Informal Public Use	Essential Action	P9	Work with members of the community, the Sexual Activity Working Group, the Metropolitan Police Service and others to reduce conflict between Heath users.	Outreach work on the West Heath is carried out by the Terrence Higgins Trust. The City continues to work with the Metropolitan Police, SAWG regular meetings, partner with LB Camden and the Camden LGBT Forum.
Informal Public Use	Aspirational Goal	P10	Enhance the Golders Hill Park Zoo and Deer Enclosure through the production and implementation of a management plan to meet the requirements of the zoo licence and	A Service Based Review commenced in 2014 to review the Golders Hill Zoo and consider options for its future management. This is on going.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			develop its infrastructure, collection and interpretation	
Sports	Overriding Objective	S1	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.	
Sports	Essential Action	S2	Promote and provide for managed sports activities in three identified Sports Areas: <ul style="list-style-type: none"> • Parliament Hill area (Sports Area A) • The Heath Extension (Sports Area B) • North end of Golders Hill Park (Sports Area C). 	The Heath continues to provide for managed sports activities which consist of winter field sports, athletics, sports coaching sessions, club coaching sessions.
Sports	Essential Action	S3	Establish a Sports Advisory Forum to advise the Superintendent on sporting matters.	The Sports Forum was established in 2008 and is chaired by an external representative who is also a member of the Consultative Committee. The Sports Forum meets 4 times a year and minutes are made available to both Hampstead Heath Consultative and Management Committees.
Sports	Essential Action	S4	Promote and provide for managed swimming facilities at the Swimming Ponds and the Lido.	Managed swimming facilities at the Swimming Ponds continue to be provided, with the Kenwood Ladies' Pond and the Men's Pond accessible 365 days a year. Disruption to swimmers throughout the Ponds Project was effectively minimised during 2015-16. The Mixed Pond is open for the summer season May to September each year. On very rare occasions the ponds have been closed due to Green Blue Algae and facilitating the Ponds Project.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Sports	Essential Action	S5	Allow alteration of existing sports facilities or the creation of new sports facilities within the identified Sports Areas subject only to the following considerations: There is no threat to public safety; It is consistent with good turf management practice; There would be no significant increase in noise or light pollution affecting neighbouring residents.	Projects include: decommissioning of Football Changing Rooms and conversion to volunteering hub (the Hive), improved drainage on playing fields at Heath Extension, removal of cricket slabs, installation of T3 table tennis table. Any additional sporting requirements are subject to the principles set out in the 2007 Plan. Recent examples where these principles have been applied include the third rugby pitch and new cross country route planned on the Extension.
Sports	Essential Action	S6	Allow sports to take place outside the identified Sports Areas only if all the following eight criteria (as set out on Page 66) are fulfilled.	Any additional sporting requirements are subject to the principles set out in the 2007 Plan.
Sports	Essential Action	S7	Develop the role of sporting facilities in providing opportunities to promote good health, community cohesion, social inclusion, quality of life and lifelong learning.	An Open Spaces sports and physical activity framework is in preparation. This framework encourages participation in formal and informal recreational activities to promote healthy and active lifestyles.
Sports	Essential Action	S8	Encourage and support connections with surrounding schools and the provision of proper sports instruction.	Bookings for this year's sports programmes at NLOS continues to flourish. Local schools use our facilities on a regular basis and have regular contact with our schools booking administrator. Partnership working continues with our support for Proactive Camden.
Sports	Essential Action	S9	Set up systems to monitor patterns of use, so as to better identify opportunities for increased or improved use.	A good example of this is the recent introduction of the on-line booking facility for tennis which has improved the booking experience for customers. It also provides data and reduces money handling for CoL staff.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Sports	Essential Action	S10	Explore the establishment of a club to encompass a range of Heath sports – an Umbrella Sports Club.	A good example of this is the inter-related working of Hampstead Rugby Club and Highgate Harriers in sharing the sports facility and medical expertise. Both clubs work closely to increase participation in both sports and work together to enhance the existing facilities. This is going some way towards the aspiration of an umbrella sports club.
Sports	Essential Action	S11	Work in partnership with other agencies to develop opportunities to realise the sporting and wider cultural opportunities of the 2012 Olympics. For example, local sports events could be held during the Olympics to take advantage of heightened interest.	A successful programme of activities was conducted during 2012 including 'Sacrilege' at Parliament Hill Fields and the Nights of 10,000 metres event which continues annually. Numerous competition days, free coaching, water awareness week and many partnership based activities with Highgate Harriers Hampstead Rugby Club and London Orienteering Club. In addition "Give it a Go" is a direct legacy of the 2012 Olympics which allows visitors to participate in activities on the Heath and encourages further participation.
Access	Overriding Objective	A1	Recognise the need to be as inclusive as possible, increasing the Heath's availability to a diversity of users.	
Access	Essential Action	A2	Prepare an Access Plan to ensure that as far as is practicably possible all members of the public shall have access to all parts of the Heath unless there is good reason to prevent such access, for example, to prevent disturbance to ecologically sensitive areas and prevent access to operational buildings.	Access plans are considered at a specific project or proposal level, for example, Wild About Hampstead Heath and the Kenwood Ladies bathing pavilion. The Heath Mobility Scheme provides a mobile electric buggy for booking in advance.
Access	Essential Action	A3	Address the barriers to access and comply with the Disability Discrimination Act 1995 (as amended).	Access audits are undertaken regularly to comply with the current legislation. A recent example is the rebuild the Kenwood Ladies bathing pavilion.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Access	Essential Action	A4	Undertake a disability and access audit for the wider Heath and prepare, and update as required, an access map for the Heath.	For further consideration
Access	Essential Action	A5	Consider the preparation of an Audience Development Plan[1].	Stakeholder plans are developed on a project basis, for example, for the development of the Parliament Hill Triangle HLF grant application, Wild About Hampstead Heath project and the Ponds Project.
Access	Essential Action	A6	Recognise the Heath's latent potential to provide: A broader spectrum of users from all backgrounds; Access to managed facilities that are not fully used at present; Recognition of the Heath's history; Access to the natural environment; Improvements to health and well-being; Education for sustainable development.	These factors are integrated into current management and broadly applied to the development of projects and proposals. In addition, the Open Spaces Learning Programme exemplifies the potential of the Heath.
Access	Essential Action	A7	Work with service providers such as Transport for London and local authorities to improve directional signage outside the Heath and highlight the best routes from existing public transport links, since it is highly desirable that visitors to the Heath come by public transport.	Worked with TFL, LB Camden and the Olympic delivery team to improve and enhance the road network adjacent to Whitestone pond
Access	Essential Action	A8	Develop a strategy, in conjunction with Heath Hands, to provide more inclusive volunteering opportunities and to ensure that the value of volunteering, both for the Heath and for individuals, is fully recognised.	For further consideration. The volunteering programme lead by Heath Hands has developed to grow the Heath's volunteering offer. In September 2016 Heath Hands celebrated 100,000 volunteer hours on the Heath.
Access	Essential Action	A9	Consider the possibility of linking the Heath Constabulary and Heath users with the community Safer Neighbourhood model	The Constabulary continues to work in partnership with Safer Neighbourhood Teams in boroughs adjacent to Hampstead Heath.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			established by the Metropolitan Police Service.	
Access	Aspirational Goal	A10	Undertake a Traffic Management Review to consider, in partnership with others, initiatives to reduce the impact of both moving traffic and the infrastructure that attends the public highway, since part of most visitors' arrival at the Heath involves crossing or walking alongside busy main roads.	PACOS Report was completed in December 2007 and recommendations implemented.
Education	Overriding Objective	E1	Develop the Heath's potential for education and interpretation.	
Education	Essential Action	E2	Improve information on maps at site entrances. The website and published leaflets should carry accessibility information. Consider specific publications for those with mobility or other access problems.	Signage and information boards at points of entry to the Heath have been renewed periodically as required and in line with the Open Spaces identity. Further consideration of ways to ensure information about accessibility is readily accessible.
Education	Essential Action	E3	Increase outreach work to schools and other community groups.	Since 2007, over 51642 students have attended national curriculum focused sessions in science, geography, art, history and citizenship across Hampstead Heath and Golders Hill Park Zoo. We have worked with a wide variety of community groups and partners on a range of successful and high profile projects aiming to connect our communities to Hampstead Heath including the Wild About Hampstead Heath project partnering with the RSPB and the Ponds Education Project partnering with Museum of London and the Royal Geographical Society. We have worked with various organisations and community groups on an individual basis including Camden Community Consortium, the Duke of Edinburgh Awards, and other community associations. The adventure playground and one

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
				o'clock club have continued to be popular resources for the local community.
Education	Essential Action	E4	Develop an Interpretation Plan to consider what needs to be interpreted, to whom, where and how: Advertise general knowledge about the Heath and its facilities such as booking, charges and opening hours, how to get there, provision for disabled people etc; Research the most effective media for communicating with the public, off and on the Heath. These may include the website and the use of technology, schools, libraries and tourist information, leaflets, welcome boards at entrances, newspapers, visitor centre and cafés etc; Increase interpretation of subjects including history, natural environment, topography, geology, hydrology, flora and fauna, buildings, sporting facilities, why management and intervention are necessary etc; Establish a more proactive press relations programme to ensure that the public hears about the many positive stories that emanate from the Heath.	For further consideration

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Education	Aspirational Goal	E5	Information Technology - Undertake a feasibility study, linked with the Interpretation Plan, to develop systems of information delivery using technology; This system will utilise technology to provide information from a number of sources including websites, publications, the Hampstead Heath Diary, timetables and audio tours, together with a direct line to the Heath Constabulary.	For further consideration
Education	Aspirational Goal	E6	Visitor centre - Undertake a feasibility study to identify the need for a dedicated visitor centre, what it should contain and where it should be located. This should tie in with the Buildings Review. (see Essential Action B2 and Aspirational Goal H12).	For further consideration. A review of operational buildings is on going with under-utilised buildings considered for adaptation and will inform a feasibility study for a potential visitor centre on the Heath.
Education	Aspirational Goal	E7	Develop Hampstead Heath publications: Linked to education and interpretation of the Heath, appropriate publications should be made available on site and in local libraries, bookshops etc; This should include general information leaflets, education packs, postcards and books.	For consideration

Committee(s)	Dated:
Hampstead Heath Consultative Committee – For Discussion	07.11.16
Highgate Wood Joint Consultative Committee – For Discussion	09.11.16
Queen’s Park Joint Consultative Group – For Discussion	09.11.16
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.16
Subject: Fees and Charges 2017/18	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: Yvette Hughes – Open Spaces Department	

Summary

This report sets out the proposed fees and charges for a range of facilities and services provided at Hampstead Heath, Highgate Wood & Queen’s Park for 2017/18.

Recommendations

It is recommended that:

- The Hampstead Heath Consultative Committee, Highgate Wood Joint Consultative Committee and Queen’s Park Joint Consultative Group discuss the proposed fees and charges for 2017/18, as set out in Appendix 1 of this report.
- The views of the Hampstead Heath Consultative Committee, Highgate Wood Joint Consultative Committee, and Queen’s Park Joint Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee at their November meeting.
- The Hampstead Heath, Highgate Wood and Queen’s Park Committee agree the proposed fees and charges for 2017/18, as set out in Appendix 1 of this report.

Main Report

Background

1. Charges for the wide range of services, recreation and sporting facilities provided in all the City Corporation's Open Spaces are reviewed annually, to ensure that prices and ticket options are relevant and appropriate. The current 2016/17 charges for Hampstead Heath, Highgate Wood & Queen's Park were approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee in November 2015.

Current Position

2. A benchmarking exercise to compare the facilities at Hampstead Heath, Highgate Wood and Queen's Park with other local providers was carried out in 2015. The outcomes of this review were incorporated into the charging structure for 2016/17.
3. The Sports Advisory Forum has been consulted on the proposed sports charges for 2017/18.
4. The proposed fees and charges include concessionary rates, offering a 40% discount on the standard adult charge.
5. A new till and ticketing system was successfully introduced at the Lido in 2016. A similar system is being procured for the Parliament Hill Athletics Track. The system allows for contactless payment to be made, as well as the issuing of plastic season tickets.
6. It is proposed that the Car Parking Charges for 2 and 4 hours be increased by 10%. However it is also proposed that the charge for additional hours (over 4 hours) be increased by 20% to deter commuter parking on the Heath.

Proposed Charges 2017/18

7. It is proposed that the majority of charges for 2017/18 be increased by 1%, with rounding to aid cash handling. Consequently this may represent a marginally higher percentage uplift.
8. Season ticket charges for swimming have been increased in line with the recommendations of the 2015 benchmarking review, to spread the cost increase over two years. The charging methodology has been applied across the range of season tickets to ensure consistency.
9. It is proposed that the cost of the annual tennis registration fee be increased by 10%, to reflect the added value of the Club Spark online booking facility.
10. It is proposed that fees and charges for Weddings and Civil Ceremonies on Hampstead Heath are increased by 5%. This is to meet the increased cost of staff time associated with the administration and facilitation of ceremonies.

11. Highgate Wood Metro Blind Cricket Team Support Scheme recognises a 50% discount on the changing room hire charge. This is to support the team developing blind cricket in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework (Appendix 2).
12. The Highgate Harriers Junior (11-16) Season Ticket Scheme reflects a 50% discount on the adult season ticket price. This recognises the contribution Highgate Harriers make to supporting and developing young athletes in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework (Appendix 2).
13. The Superintendent is undertaking a review of the Commemorative Bench arrangements, and a draft policy and charging framework will be discussed with the Consultative Committees in 2017. It is therefore proposed that the current charges are maintained until this point.

Corporate & Strategic Implications

14. The provision of sports facilities supports the City Together Strategy theme, *'A World Class City which is vibrant and culturally rich'*. Linked to this is the associated Open Spaces Strategic Aim: *'Improve the health and wellbeing of the community through access to green spaces and recreation'*.
15. The current Management Plan states the Overriding Sports Objective is *"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"*.

Financial Implications

16. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations, or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.
17. The target income budget for the service in the 2017/18 financial year is set at £1.344m (including Lease Income of £229,000). This represents a net increase of £71,000 on the budget set for the 2016/17 financial year.
18. Generally, price changes reflect an uplift of 1%. This has been rounded for ease of transactional processing. Car Parking charges, Swimming Season Tickets and the annual tennis registration fee have an above-inflation increase. The Swimming Season Ticket increase is in line with the benchmarking exercise completed in 2015, with a phased increase over a period of two years.

Conclusion

19. This Report sets out details of the proposed fees and charges for 2017/18. The income generated from fees and charges contributes to the cost of providing sports and recreational facilities across Hampstead Heath, Highgate Wood and Queen's Park.

Appendices

- Appendix 1 – Proposed Fees and Charges for 2017/18
- Appendix 2 – City of London Open Spaces Department Draft Sports and Physical Activity Framework

Yvette Hughes

Business Manager - Open Spaces

T: 020 7332 3977

E: yvette.hughes@cityoflondon.gov.uk

APPENDIX 1 – HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN’S PARK

The proposed charges operate from 1 April 2017; all charges include VAT at 20%, except where stated.

NOTES

1. The majority of the fees and charges have been increased by 1% and rounded to assist with cash handling.
2. Concession and Junior charges reflect a 40% discount on the adult ticket prices.
3. The Highgate Harriers Junior (11-16) Season Ticket Scheme reflects a 50% discount on the adult season ticket price to recognise the contribution Highgate Harriers make to supporting and developing young athletes in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework.
4. Highgate Wood Metro Blind Cricket Team Support Scheme recognises a 50% discount on the changing room hire charge to support the team developing blind cricket in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework.
5. Schools use of the track will comprise of the following sessions:-
9.00 – 12.30 AM session £74
13.00 – 16.30 PM session £74
09.00 – 16.30 all day session £148
6. A new charge of £5 to replace lost season tickets is being proposed.
7. The benchmarking exercise completed last year indicated the Lido 12 month season ticket should increase to £195. This increase has been spread over two years. The ratio between the Lido 12 month season ticket and the other season tickets at the Lido has been maintained.
8. Sauna tickets must be purchased in conjunction with a swimming ticket.
9. To maintain the ratio between the All Swimming Facilities Season Ticket and the Lido 12 month Season Ticket the same 11% increase has been applied.
10. The cost of the tennis annual registration fee has been increased by 10% to reflect the added value linked to the introduction of Club Spark.
11. The cost of each weekly tennis coaching session has been increased by 1% with rounding.
12. The cash deposit for the hire of bowls has been increased to £20 to maintain consistency with the deposit of hire boules equipment.
13. *1 Corporate Event prices will be worked up on a case by case basis.
14. *2 The Parliament Hill Bowling Club and Hampstead Heath Croquet Club have been consulted on the proposed charges for 2017/18. The public fees collected from both Bowls and Croquet are passed onto the respective Clubs.
15. *3 Where site meetings are required, fees will be applied to cover the cost of staff time.
16. Credit and Debit card payments can be taken over the telephone at both the Parliament Hill Office 0207 332 3773 and Heathfield House 0207 332 3322.
17. The City of London is procuring a new computer system for the track that will include contact less payment and the facility to print plastic ID cards for season tickets. As well as a swipe card system for season ticket holders.
18. The Fees & Charges for Weddings and Civil Ceremonies at Hampstead Heath have been increase by 5%.
19. Car Parking Charges for 2 and 4 hours have been increased by 10%. Charges for additional hours (over 4 hours) have been increased by 20%.
20. The current fees for Commemorative benches up to March 2017 have been included, A more detailed analysis of the cost for supply, installing, engraving and maintaining commemorative benches needs to be undertaken and the findings discussed with the Consultative and Management Committees. Therefore, the 2016/17 fees will be maintained until the Commemorative Bench review has been completed.

SPORTS FACILITIES	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	Proposed Charges for 1/4/17 (£)
ATHLETICS TRACK			
● Meetings Monday to Friday - Full day charge (except bank holidays)	-	-	244.00
● Meetings Monday to Friday - AM or PM sessions (except bank holidays)	93.00	120.00	122.00
● Meetings Peak Times – Full day charge (weekends & bank holidays)	-	-	304.00
● Meetings Peak Times – AM or PM sessions (weekends & bank holidays)	130.00	150.00	152.00
● Schools Use - Full day charge	-	-	146.00
● Schools Use - AM or PM sessions	55.00	72.00	73.00
● Corporate events	(*1)	(*1)	(*1)
● Day Ticket - Adults	3.50	3.50	4.00
● Day ticket - Concessionary Rate	1.50	2.10	2.50
● 12 Month Season Ticket - Adults	62.00	72.00	73.00
● 12 Month Season Ticket - Concessionary Rate	31.00	42.00	44.00
● Monthly Season Ticket - Adults	-	-	20.00
● Monthly Season Ticket - Concessionary Rate	-	-	12.00
● Season Ticket replacement cost	-	-	5.00
CRICKET			
● Reserved match pitch (prepared and marked)	77.00	90.00	91.00
● Reserved match pitch - Parliament Hill, weekends (prepared and marked)	98.00	98.00	99.00
● Junior pitch (prepared and marked)	46.00	54.00	55.00
● Cricket nets (per hour)	7.00	7.00	7.50
● Private changing room with hot water (Keys - deposit or charge for loss)	43.00 (25.00)	43.00 (25.00)	43.50 (25.00)
FOOTBALL			
● Reserved match pitch Adult (with goal posts)	72.00	85.00	86.00
● Reserved match pitch Junior (with goal posts)	45.00	51.00	52.00
● School use – standard session charge	41.00	51.00	52.00
● Private changing room with hot water (Keys - deposit or charge for loss)	43.00 (25.00)	43.00 (25.00)	43.50 (25.00)
● Hire of goal nets	15.00	15.00	15.00

SPORTS FACILITIES	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	Proposed Charges for 1/4/17 (£)
(Charge for damaged nets)			(cost + 20% admin fee)
RUGBY			
● Reserved match pitch Adult (with goal posts) 1pm Kick-Off	72.00	85.00	86.00
● Reserved match pitch Junior (with goal posts)	45.00	51.00	52.00
● School use – standard session charge	41.00	51.00	52.00
● Private changing room with hot water (Keys - deposit or charge for loss)	43.00 (25.00)	43.00 (25.00)	43.50 (25.00)
● Hire of goal nets (Charge for damaged nets)	15.00	15.00	15.00 (cost + 20% admin fee)
SOFTBALL/ ROUNDERS			
● Reserved Pitch	52.00	52.00	53.00
PENTANQUE			
● Hourly charge/rink	3.00	3.00	3.50
● (Returnable) Deposit for Boules hire	20.00	20.00	20.00
BOWLS			
● Hourly charge (per player)	3.50	3.50	3.50^{*2}
● (Returnable) Deposit for Bowls Hire	10.00	10.00	20.00
CROQUET (Golders Hill Park)			
● Hourly charge (members of HHCC) for lawn	4.50	4.50	4.50^{*2}
● Hourly charge (non members) for lawn	8.00	8.00	8.00^{*2}
PITCH & PUTT (Queen's Park)			
● One Round Adult	5.50	5.50	6.00
● One Round Concessionary rate	2.50	3.30	3.50
PUTTING (Golders Hill Park)			
● One Round Adult	3.00	3.00	3.50
● One Round Concessionary Rate	1.50	1.80	2.00
● Lost or damaged putter	Cost + admin fee	Cost + 20% admin fee	Cost + 20% admin fee

SPORTS FACILITIES	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	Proposed Charges for 1/4/17 (£)
● Lost ball	Cost + admin fee	Cost + 20% admin fee	Cost + 20% admin fee
SWIMMING			
<i>Lido & Season Tickets</i>			
● Early Morning / Winter - Adult	2.50	3.50	4.00
● Early Morning / Winter - Concessionary	1.50	2.10	2.50
● Evening - Adult	2.50	3.50	4.00
● Evening - Concessionary	1.50	2.10	2.50
● Day Ticket - Adults	6.00	6.60	7.00
● Day Ticket - Concessionary	4.00	4.00	4.50
● Day family ticket (up to 2 adults & 2 children)	15.00	17.20	18.50
● Day adult and child ticket	8.00	9.00	10.00
● Lido Monthly Ticket - Adult	42.00	42.00	47.00
● Lido Monthly Ticket - Concessionary	21.00	25.20	29.00
● Lido 12 Month Season Ticket - Adult	152.00	175.00	195.00
● Lido 12 Month Season Ticket - Concessionary	98.00	105.00	117.00
● Lido 6 Month Season Ticket - Adult	120.00	120.00	133.00
● Lido 6 Month Season Ticket - Concessionary	60.00	72.00	80.00
● Season Ticket replacement cost	-	-	5.00
● Lido Sauna Season Ticket	-	50.00	51.00
● Lido Sauna Day Ticket (this can only be purchased in conjunction with a Lido early morning or evening ticket or a Lido/All Facilities Season Ticket)	-	2.50	2.50
<i>Lido & Natural Ponds combined Season Tickets</i>			
● All Swimming Facilities 12 Month Season Ticket - Adult	195.00	195.00	216.00
● All Swimming Facilities 12 Month Season Ticket - Concessionary	108.00	117.00	130.00
● All Swimming Facilities 6 Month Season Ticket - Adult	140.00	140.00	150.00
● All Swimming Facilities 6 Month Season Ticket - Concessionary	70.00	84.00	90.00
● Season Ticket replacement cost	-	-	5.00
<i>Natural Ponds & Season Tickets</i>			
● Day Ticket: Highgate: Men's, Kenwood Ladies', Hampstead Mixed - Adult	2.00	2.00	2.00

SPORTS FACILITIES	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	Proposed Charges for 1/4/17 (£)
• Day Ticket: Highgate: Men's, Kenwood Ladies', Hampstead Mixed - Concessionary	1.00	1.00	1.00
• Ponds 12 Month Season Ticket - Adult	125.00	125.00	125.00
• Ponds 12 Month Season Ticket - Concessionary	66.00	66.00	66.00
• Ponds 6 Month Season Ticket - Adult	66.00	66.00	66.00
• Ponds 6 Month Season Ticket - Concessionary	33.00	33.00	33.00
• Season Ticket replacement cost	-	-	5.00
TENNIS			
• Annual registration fee	16.00	25.00	27.50
• Adult Hourly Charge - hard or grass court (per hour)	7.00	8.00	8.50
• Concessionary Rates - hard or grass court (per hour)	4.00	4.80	5.00
SPORTS COACHING			
<i>Tennis Coaching</i>			
Adult Beginners/Improvers			
• 5 weekly 1 hour lessons	48.00	50.00	55.00
• 5 weekly 1 ½ hour lessons	72.00	75.00	82.50
• 5 weekly 2 hour lessons	96.00	100.00	110.00
Children Beginners/Improvers			
• 5 weekly 1 hour lessons	39.00	40.00	43.00

Please see pages 6 & 7 for the proposed non-sports charges.

CAR PARKING	Charges approved 1/4/14 (£) +2.6%	Charges approved 1/4/15 (£) +2.4%	Charges Approved for 1/4/16 (£)	Proposed Charges for 1/4/17 (£)
• Up to 2 hours	2.50	3.00	3.00	3.50
• Up to 4 hours	5.00	6.00	6.00	7.00
• Additional hours or part hours above 4 hours	4.50	5.00	5.00	6.00

WEDDINGS & CIVIL CEREMONIES	Soft opening approved charges 2014 (£)	Pilot year approved charges 2015 (£)	Charges approved from 1/1/16 (£)	Charges approved from 1/4/17 (£)	Proposed Charges from 1/4/18 (£)
<i>Hill Garden Shelter</i>					
• Monday - Thursday	1,250.00	1,800.00	2,000.00	2,400.00	2,520.00
• Friday	1,250.00	2,100.00	2,400.00	2,900.00	3,045.00
• Weekends	1,250.00	2,400.00	2,800.00	3,400.00	3,570.00
<i>Pergola</i>					
• Monday - Thursday	1,000.00	1,500.00	1,800.00	2,200.00	2,310.00
• Friday	1,000.00	1,620.00	2,000.00	2,400.00	2,520.00
• Weekends	1,000.00	1,800.00	2,200.00	2,700.00	2,835.00
• Table service charge	-	-	120.00	150.00	158.00
			Charges approved from 1/4/16 (£)	Charges approved from 1/4/17 (£)	Charges approved from 1/4/18 (£)
<i>Queen's Park Bandstand</i>					
• Monday - Friday			720.00	865.00	1040.00
• Weekends			960.00	1,150.00	1,380.00

SKIPS, COMPOUNDS & SCAFOLDING	Charges agreed from 1/4/16 (£)	Proposed Charges from 1/4/17 (£)
• Skips ^{*3}	£60.00 (VAT exempt) per week (Minimum fee £60)	£61.00 (VAT exempt) per week (Minimum fee £60)
• Contractor compounds ^{*3}	£0.50 per M ² per day (Minimum overall charge £60 per day)	£0.50 per M² per day (Minimum overall charge £60 per day)
• Scaffolding ^{*3}	£0.50 per M ² per day (Minimum overall charge £60 per day)	£0.50 per M² per day (Minimum overall charge £60 per day)

QUEEN'S PARK BANDSTAND HIRE (SMALL EVENTS)	Charges approved from 1/4/15 (£)	Charges approved from 1/4/16 (£)	Proposed Charges from 1/4/17 (£)
<i>Including Tables & Chairs</i>			
● 3 Hour slot (Monday -Sunday)	55.00	65.00	66.00
<i>Excluding Tables & Chairs</i>			
● 3 Hour slot (weekends)	55.00	55.00	56.00

FAIRS & WALKS		Proposed Charges from 1/4/17 (£)
● Fairs		1% increase in pitch fees
● Bat Walks	7.00	7.00

COMMEMORATIVE BENCHES & PLAQUES	2016/17	Proposed Charges from 1/4/17 (£)
● Hampstead Heath, Golders Hill Park & Queen's Park - Bench	2,400.00	The 2016/17 fees will be maintained until the Commemorative Bench review has been completed. A report will then be presented to Committee for approval.
● Pergola & Hill Garden - Bench	4,200.00	
● Highgate Wood - Plaque	Subject to engraving costs, price on application.	

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Sport & Physical Activity Framework

Open
Spaces

Our vision for sport

We aspire to: Encourage participation in formal and informal recreation to enable healthy and active lifestyles.			
By encourage participation we mean			
Awareness	Welcoming	Communities	Partnership
Increase awareness of opportunities for people to lead an active lifestyle.	Our open spaces and facilities welcome people into sport & physical activity.	Provide accessible and appropriate facilities for our local communities.	Work in partnership to provide a range of opportunities for sport & physical activity.

Developed by the OSD Sports Programme Board

Date: 27/11/15

Approved by the OSD Senior Leadership Team

Date: 07/12/15



Sport & Physical Activity Framework

Open Spaces

Our vision for sport

Outcomes Framework

Code	Outcome	Indicators / Measures
Awareness		
A1	More people will take part in formal and informal recreation in the City of London Open Spaces.	<ul style="list-style-type: none"> • Number of visits • Number of bookings
A2	People will be more aware of opportunities for physical activity in our Open Spaces.	<ul style="list-style-type: none"> • Web hits / Search engine optimisation • Online booking • Links to clubs / partners • Social Media
Welcoming		
W1	Our users will be more satisfied with the sport offer at our Open Spaces.	<ul style="list-style-type: none"> • Customer satisfaction survey
W2	The customer journey to our sports will be a positive and safe one.	<ul style="list-style-type: none"> • Customer satisfaction survey • Green Flag score • Signage
Communities		
C1	Our users will be representative of our local communities.	<ul style="list-style-type: none"> • Club membership profile • Customer Survey • Registration forms • Equalities data on ticket sales
C2	Increase user diversity of our facilities.	<ul style="list-style-type: none"> • Equalities feedback from clubs / partners • Equalities data on facility users. • Disability access • Improvement of our facilities that reduces discrimination
Partnerships		
P1	Clubs will be supported / encouraged to provide opportunities across the sports development continuum from foundation to excellence.	<ul style="list-style-type: none"> • Coaching • Competitions • New starters • CoL promote Club websites, tweets etc.
P2	Our partnership arrangements will provide our customers with the best possible service.	<ul style="list-style-type: none"> • Increase our partnership working • Customer satisfaction survey

Committee(s)	Dated:
Hampstead Heath Consultative Committee – For Discussion	07.11.2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.2016
Subject: Review of Annual Work Programme 2016 and the Proposed Annual Work Programme and Projects Plan for Jan 2017 to March 2018	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: Jonathan Meares – Open Spaces Department	

Summary

This report provides a review of the management operations and activities carried out on Hampstead Heath over the past 12 months as part of the 2016 Annual Work Programme and considers the new proposed Annual Work Programme and Projects Plan for January 2017 to March 2018, appended to this report.

Recommendation(s)

It is recommended that:

- Members of the Hampstead Heath Consultative Committee note the work undertaken during 2016, and discuss the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 appended to this report.
- That the views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee at their November meeting.
- That Members of the Hampstead Heath, Highgate Wood and Queen’s Park Committee agree the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 at their November meeting.

Main Report

Background

1. The Annual Work Programme and Projects Plan has been prepared for the period January 2017 to March 2018, covering five seasons. This is to enable a transition from the previous calendar year planning cycle to align instead with the financial year. This will coincide with the revised Hampstead Heath

Management Plan timescale and with the Corporate Business planning cycles. Following this transition period, it will continue as an annual programme, commencing in April of each year and ending the following March.

2. Hampstead Heath is a mosaic of different habitats, comprising extensive areas of grassland, secondary woodland, hedgerows, water bodies, streams, a raised bog, heathland and formal areas. It is also extremely popular and well used.
3. The Hampstead Heath Management Plan states that the City will draw together an annual work programme for the Heath, in consultation with local groups and interested parties. This Annual Work Programme will reflect the primary objective set out in the Mission Statement and will broadly cover planned conservation operations, including vegetation, pond and wetland management, tree work, and footpath maintenance and fencing works.
4. For completeness, the major tasks within the formal areas of the Heath have also been included within the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018.

Review of the 2016 Annual Work Programme

Tree Management

5. 2016 was another challenging year for the Tree Team, balancing their work between Oak Processionary Moth (OPM) and Massaria management, core tree survey work, as well as operational tree works across Hampstead Heath, Highgate Wood and Queen's Park. The Ponds Project also presented some issues relating to tree protection and pruning for access for plant and machinery.

Biosecurity and tree disease issues

6. OPM is a biosecurity issue that the Tree Team continues to manage. This year the process of surveying for nests commenced in late April and continued into May. Spraying commencing in May at seven locations on Hampstead Heath, where nests were located last year, and new nests were discovered this year.
7. The same contractor who removed the nests last year carried out the spraying using a specialist tractor driven misting unit on loan from The Netherlands (Appendix 2, Figure 1). In total an additional 20 trees, compared to 2015, were located with active OPM nests over the surveying period and removed.
8. Pheromone trapping was carried out in July and August and this clearly identified a marked increase in OPM (male moths) in the Hampstead Heath area.
9. With the on-going efforts to manage the spread of OPM the Tree Team have also had to ensure that they maintain focus on Massaria the London Plane fungal disease that effects lateral limbs and can cause rapid decay and failure. The Team have been actively managing the core areas of London Planes at South End Green, Highgate Road, Parliament Hill Fields and at Queen's Park. There will be additional works at South End Green in autumn and winter, as Massaria is now well established in this area.

10. Sadly but not surprisingly Hampstead Heath now has a number of locations where Ash Dieback has been found and confirmed by the Forest Research following sample analysis. As with the other tree pest and disease issues that the Tree Team is currently managing, we will follow the Forestry Commission's advice and tackle the spread and development of this disease to the best of our abilities. Both the Tree Officer and the Conservation and Tree Manager have a wide network from which support and advice can be drawn and there is the reassurance that many of their colleagues are facing the same challenges.

Veteran Trees and the Ponds Project

11. As the result of the loss of a veteran oak next to the Highgate entrance into the Kenwood Estate in May, veteran tree work has been chiefly focused around those trees within the Ponds Project construction areas and access routes. A Tree Radar survey utilising ground penetrating radar technology was also commissioned for a number of the veteran oaks at the eastern end of South Meadow to identify tree rooting zones and to assist in planning protection and future management.
12. The Ponds Project Construction programme has generated a significant amount of work for the Team and included in this were works to protect and conserve veteran trees within the construction sites or close to access routes. In September the Ponds Project Contractors were instructed to install an anti-compaction material within the root protection area of the large veteran oak on the western side of the Model Boating Pond (Appendix 2, Figure 2). This section of the new diverted pathway was successfully completed in time for the tarmacking operation in late September, and with virtually no damage to the oak's rooting system due to 'no dig' construction design.
13. The Tree Team provided a veteran tree workshop in July, chaired by the Superintendent of Hampstead Heath, attended by Members the Hampstead Heath Consultative Committee, and the Heath & Hampstead Society's Heath Sub-committee. The Tree Team provided an update on the state and management of the Veteran Trees across Hampstead Heath and Highgate Wood. Presentations were given on current management, failure, pests and disease issues and tree health care projects. There was also a joint presentation on the surrounding historical treescape and issues facing its conservation and recognition. The group then undertook a walk looking at and discussing a number of veteran trees and associated issues on site.

Core work and tree inspections

14. There have been a total of 54 reported tree incidents since the beginning of 2016 across Hampstead Heath, Highgate Wood and Queen's Park. This is consistent with previous years, but we are now approaching the autumn with the increased likelihood of severe weather events and potential tree damage. The Tree Team will be extending the current extreme weather protocol used in Highgate Wood to Hampstead Heath and Queen's Park to ensure a coordinated approach and improved safety for both members of the public and staff. The process depends on local MET office weather reports so that the public can be given acceptable notice of sites being closed.
15. Tree inspections have progressed well this year with an additional qualified inspector from the Conservation Team now carrying out tree inspections. This

has allowed the Team to increase their overall quota this year to 3,181 trees inspected on Hampstead Heath and Queen's Park. Highgate Wood has a separate data base but the process is the same and the Tree Team now hold quarterly review meetings in Highgate Wood to ensure that the inspection process is in on track. The Tree Team also provide additional support and advice if required.

16. The Tree Team have also managed to provide a specialist service to Royal Parks in the form of folial spraying using a specially formulated 'compost tea'. This is part of a scientific survey to measure the effect on tree health and vitality being conducted by an arboricultural consultancy.

Nature Conservation Work

17. The Conservation Team have successfully managed to complete a large part of the planned work included in the 2016 Annual Work Programme, including grass cutting, hedge laying, and woodland management. The Team were called in to assist with vegetation removal to support the Ponds Project and completed a programme of cyclical maintenance on the principal dam structures ahead of the bi-annual reservoir inspections. Included in the 2016 work were several projects including maintaining the surface on Millfield Lane.

Ponds project related works

18. Due to unforeseen access issues at several of the Ponds Construction sites the Conservation Team were called in to clear a number of small trees in the mixed Pond western bank so that the de-silting operation could be carried out. The operation involved winching several collapsed or low growing trees clear of the water to allow access. The Team also carried out some small sapling planting on the Tumulus Field, and wildflower planting at the Stock Pond and the Ladies' Pond Compound. In addition, native holly and yew were planted along the western boundary of the Ladies' Pond to improve screening.
19. The Team have also been involved in creating multiple Hibernaculum for grass snakes at a number of locations including the Mixed pond, Viaduct, Vale of Health, Hampstead No. 1 pond, and the Bird Sanctuary.
20. With the completion of the Vale of Health and Viaduct spillways the sites have been handed back to the Conservation Team to manage and these grass areas have been mown to retain the prescribed height of sward.

Hedgerows and Cross Country Repairs

21. Sections of hedgerow were laid on the Heath Extension during the early part of 2016, prior to the start of the bird nesting season. There will be more work carried out October to December. This will include the section running along the edge of the cricket field at Parliament Hill which is causing issues with access for some of the tractor driven machinery.
22. The Conservation Team had to wait for several weeks before they could undertake repairs to the areas impacted by the National Cross Country event in February, due to the wet weather conditions and waterlogged ground. Once the ground had become firmer chain harrowing, and reseeding took place and by April the works were completed and ground had started to recover.

Grassland management

23. Once the weather improved in late June the grass cutting operation could start and this year has seen almost perfect cutting conditions with a prolonged hot dry summer. The actual area cut was smaller than last year at 7.3 hectares, largely due to the large Ponds Project compounds at the Tumulus Field and access restrictions during the final critical stages of the construction phase of the project. The Team also carried out a further cutting operation for the Kenwood Estate amounting to 5 hectares. In total 105 hay bales were produced which this year have been removed by an agricultural haulage contractor.
24. Preparations are now underway to work with the Ponds Project Landscape Contractor to commence the work of reseeded the Tumulus Field and Pryor's Field following the completion of ground restoration and seed bed preparation. The total area of the two sites combined is 6 hectares and there will be a mixture of grassland and wildflower areas.

Secondary woodland management and Compartment works

25. This year there has been a focus on the Fleet Stream compartment clearing back vegetation and coppicing to improve light levels and some work to encourage seasonal pools to improve species diversity and habitat value. These works form part of the prescriptions included in the Compartment Management Plans which were adopted in 2014, and fitted well with the ecological improvement works being carried out at the same time at nearby ponds on the Hampstead chain as part of the Ponds Project.
26. The Team also continued the cyclical work in the Orchard site next to the Kenwood Education Garden, re-coppicing the hazel and also removing some of the large over mature sycamores on the site's eastern boundary with Athlone House.

Rural Infrastructure maintenance

27. The Conservation Team carried out repairs to the un-made surface of the Millfield Lane, which had deteriorated over the last few years. Following a productive meeting with local residents, it was agreed to proceed with surface repairs to achieve a suitable surface for pedestrian and cycling usage. The works commenced in September and have progressed well with only a short section remaining to be completed (Appendix 2, Figure 3). The response to the repair work has been positive from both local residents and regular users of the path.
28. Surface improvements will be taking place at Kenwood Yard over the next few months along with drainage works, as part of City Surveyors Project. Kenwood Yard is a very busy hub with major storage and holding areas for most of the Division's plant and machinery. The yard surface has deteriorated over the last three years and needs investment to create a durable long term work surface.

Heath Hands and progress with the Whitestone Garden restoration and Kenwood Education Garden.

29. The excellent work to continue managing both the Whitestone Garden and the Kenwood Educational Garden goes from strength to strength. From to August this year there were a total of 452 volunteer hours spent on the two sites and both areas reflect the efforts that have been invested in their ongoing care and enhancement.
30. Along with the two autonomous areas, the Conservation and Ecology Teams continue to work with Heath Hands on a number of other cyclical conservation programmes, including the conservation of the gorse compartments and control of invasive plants. Volunteers also worked with the Team on building hibernaculum as part of the habitat improvements involved in the Ponds Project.

Monthly Ham & High Articles

31. The Conservation Team Supervisor has been producing a series of informative short pieces every month for the Ham & High Newspaper covering a wide variety of Conservation topics from butterflies to sphagnum bogs.

Ecological Work

32. The Ponds Project has been the central focus of both Heath Ecologists since the start of the Project. Their input has been critical to ensuring the final results have optimum ecological benefits.
33. Input has included advising on the species and design of the aquatic planting, comprising about 30,000 plants; choosing the seed mixes and designing the layout for the six hectares of wild flower meadows on Tumulus and Pryor's Field; ensuring the work was carried out to a high standard; and checking the progress of the work. Several changes to the designs were made at the suggestion of the Ecologists, such as replacing two sections of open edges at the Boating Pond with vertical edges to deter swimming by dogs and people.
34. A great deal of emphasis was placed on the conservation and ecological improvements that would accompany the main engineering work at the outset of the Project and this has been largely achieved. The Bird Sanctuary now benefits from a new channel that will help to extend the life of the existing reed bed. In addition, scrapes were also created at the back of the Bird Sanctuary and the top end of the Ladies' Pond, near Stock Pond; these will provide useful wet habitat, especially breeding sites for frogs.
35. The Ecologists have also been involved in a number of other projects. A programme to monitor hedgehogs throughout the Heath involved volunteers. Twelve volunteers attended hedgehog ecology and monitoring techniques training session and 15 volunteers have assisted further on eight nightly monitoring sessions. Early results reveal that hedgehogs appear to be widely spread across the Heath, which is good news for this species, which suffers general national decline.
36. The Ecologists have also been closely involved in working with Heath Hands. Volunteers. The reptile monitoring scheme on Hampstead Heath is now just

finishing its 6th season, during which over 30 volunteers have been involved with nearly 600 snake records logged in total. From these records it is believed that the population of grass snakes has increased on the Heath. Winter hibernacula have been created with egg laying sites to follow. A reptile ecology and monitoring training session was also run in the summer. The Ecologists have also liaised with Heath Hands in the control of Himalayan Balsam; this year was a particularly bad one for this invasive alien species.

Heath Ranger Team

37. The Heath Ranger Team have worked hard this year juggling their time between public interaction concerning the Ponds Project, wild life rescue incidents, and managing the traffic at a number of events through the summer including the Affordable Art Fair and Grown London.
38. They have also managed to deliver some significant landscape projects including the ongoing work to improve the view point at Parliament Hill along with the layout and reinstatement of memorial benches. They have also commenced work to improve the overgrown area inside the fencing at South End Green, part of a wider project to remove the old wooden fencing and open up sight lines.
39. The Heath Ranger Team provide an important weekend emergency tree service for the Division and they have reported and carried out a number of making safe operations throughout 2016.
40. Swan rescue and monitoring continues to be a focus for the Team based at East Heath with numerous call outs to perform rescues from fenced off areas and fishing tackle accidents. The Team continue to work closely and collaboratively with the Hampstead Heath Constabulary, especially in relation to reports of lost children and anti-social behaviour.

Formal Areas

41. The Gardening and Sports and Recreation Keeping Teams have had a challenging and creative year, completing approved projects in the 2016 Annual Work Programme and completing the cyclical maintenance of the formal areas at Parliament Hill Fields, Golders Hill Park, Heath Extension Sports Areas, The Hill Garden & Pergola and Keats House.

Golders Hill Park & Hill Garden

42. Planting of sustainable perennials in the eastern boarder of the walled garden and the final phase of re-planting works on the winter border in the Hill Garden have been undertaken by the Gardening Team.
43. Stage four of the stumpery has been completed, as has the Disabled car park re-landscaping works (Appendix 2, Figure 4).

Sports Facilities and Filming Events

44. The Sports and Recreation Keeping Team managed all the winter and summer sports grass pitches to a high standard. The Team have managed over

90 separate film location shoots, ensuring the Heath landscape is protected at all times.

Parliament Hill Fields

45. Works have been carried out to the Bull path, including planting native plants ox-eye daisy, meadow cranesbill, cowslip and small scabious in the grass area.
46. The Swain's Lane landscape planting scheme has been completed (Appendix 2, Figure 5).

Operational Team

The Operational Team ensures the Heath has a well maintained plant, machinery and equipment and that janitorial supplies are in stock. During 2015/6 the Team have been cladding bins on the Heath to soften their appearance and help the bins blend into the surroundings (Appendix 2, Figure 6).

Corporate & Strategic Implications

47. The preparation and implementation of an Annual Work Programme in accordance with the Hampstead Heath Management Plan contributes to the strategic theme of *A Clean, Pleasant and Attractive City*. Its natural aspect is a significant factor in the popularity of the Heath for general recreation and sport, which also helps contribute towards *A Healthy City*.
48. The actions for the new proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 are set out under the main character areas of the Heath.

Implications

49. The costs of meeting the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 will be funded through the Superintendent's Local Risk Budget. Wherever possible, opportunities will be sought for external funding to support these essential works. Opportunities for volunteers will continue to be promoted and developed.

Conclusion

The Heath is a complex site and it is not possible to set out in full all the work required to manage it a year ahead. Unanticipated circumstances (for example, storms) may require a change of priorities. However, the proposed Annual Work Programme and Projects Plan set out our intentions for the year, subject to the Committee's comments.

Appendices:

- Appendix 1 - Proposed Annual Work Programme and Projects Plan January 2017 to March 2018.
- Appendix 2 – Photographs of works carried out on site.

Jonathan Meares

Highgate Wood & Conservation and Trees Manager - Open Spaces

T: 07500 786067

E: Jonathan.Meares@cityoflondon.gov.uk

Appendix 1

Hampstead Heath Proposed Annual Work Programme and Projects Plan January 2017 to March 2018

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Introduction

The Annual Work Programme and Projects Plan for January 2017 to March 2018 includes conservation and arboricultural tasks and work related to maintaining the formal areas of Hampstead Heath. It outlines the management works that will take place over the coming 15 months, bearing in mind that weather, seasonal changes and other factors can have an impact on the programme and lead to unavoidable changes. Sunday working which causes noise will be avoided where possible, but may from time to time be necessary; for example, in wet summers it may be necessary to take advantage of dry weekends to cut grass.

General maintenance

In addition to habitat management, this Plan also includes other works within the more formalised parts of the Heath. It has not been possible to include all the general maintenance and development tasks that take place, but elements of these can be summarised as:

- Amenity grassland areas are provided and maintained for recreation.
- Areas of formal gardens are maintained throughout the Heath, but principally at the Hill Garden, Golders Hill Park and formal recreational areas below Parliament Hill to Gospel Oak entrance and from Highgate Road to Nassington Road.
- Daily litter picking and Trilo collection from bins is carried out on a daily basis. Dedicated fishing tackle bins at each fishing pond are emptied separately by the Heath Rangers Team.
- Maintenance of sporting and recreational facilities for athletics, football, fishing, tennis and many more activities.
- Supervised swimming facilities at the Lido and at the three natural bathing ponds.
- Play facilities including maintenance of playgrounds, the Peggy Jay Centre and the Adventure Playground.
- Daily cleaning and inspection of public toilets.
- Liaison with the City's Sustainability Working Group to implement the City's sustainability policy wherever possible.
- Path maintenance Heath-wide as and when required: power harrow, add agreed aggregates and roll; and fill in potholes.
- Cleaning and maintenance of benches.
- Maintenance of fences.

Conservation work

New work for 2017

The bulk of the Conservation Annual Work Programme is a continuation of the existing programme of tasks to maintain the wild areas of the Heath. Several new items have been added for the period, and these are shown in **bold** in the attached table.

Work relating to management of the new landscape created by the Ponds Project is expected to require significant resources of the Conservation and Ecology Teams. This includes maintaining areas affected by the Pond Project; removing fences once access can be allowed; monitoring wetland vegetation, turf, seeded areas and planted trees and shrubs; addressing any failures and controlling invasive species such as thistle; watering new shrubs and trees; ensuring wetland vegetation is prevented from being shaded; and mowing dams and spillways as instructed by the Supervising Engineer.

Other new items include:

- Improving corridors for hedgehogs through opening up small gaps in selected fencing, and reviewing the hedgehog survey from 2016 and implementing recommendations, which may include a full Golders Hill Park survey and link with a project funded by the Zoological Society of London (ZSL)
- Cutting the reeds in the old reedbed in the northern corners of the Boating Pond
- Creating a grass snake hibernaculum in the Model Farm compartment and egg laying sites there and in the Bird Sanctuary
- Laying the young hedge at the rear of Springett's Wood and the hedge south-west of the Children's Playground on the Heath Extension.

Any comments or queries should be made, in the first instance, to the Conservation Manager, 020 8347 0389.

Notes on the tables

The Annual Work Programme and Projects Plan is presented in four sections:

- General items for the Conservation Programme
- Aboricultural items
- Cyclical items and Projects for Formal Areas
- Cyclical items and Projects for Operational Services

Numbers in the first column of each table relate to approximate locations of proposed work as illustrated on the accompanying map. Relevant Natural Landscape Chapter policies, Overarching Objectives and Essential Actions from the Hampstead Heath Management Plan 2007-2017 are given in the second column, or where appropriate references to the Part I Plan itself. Areas of the Heath where the work is to be undertaken are listed in the third column.

An additional table is included in the Formal Areas to capture improvements to facilities across the body of the Heath beyond Parliament Hill Fields and Golders Hill Park.

General items

Map ref.	Policy nos.	Location	Description of work
-	1; flood protection	Areas affected by the Ponds Project	Monitor and maintain areas affected by the Pond Project, including mowing spillways and dams as required; monitoring wetland vegetation, turf and seeded areas; addressing any failures, e.g. of planted trees; ensuring fencing is in place and wetland vegetation is prevented from being shaded; mending fences as required, removing fences once access can be allowed, watering new shrubs and trees
-	50	Hedgerows Heath-wide	Remove non-native tree seedlings
-	27	Hedgerows Heath-wide	Carry out any necessary management to promote trees which could grow into veterans
-	6	Conservation grassland Heath-wide	Remove invading tree seedlings and saplings
-	7	Conservation grassland Heath-wide	Maintain programme of cutting conservation grassland in a cycle of 1-3 years
-	Access	Pavement edge general	Lift all trees & shrubs to 2m & cut back to pavement edge as necessary
-	36, 46	All water areas	Manage routine incidents, and assist Wildlife Rescue experts in dealing with distressed water fowl. Assist Constabulary in preventing and investigating dog attacks.
-	47	All or several ponds	Reinstate dragonfly monitoring scheme
-	36, 37, 47	All or several ponds	Use a boat to check for and remove line & tackle & other debris during the fishing season.
-	36	All or several ponds	Ensure fishing regulations are understood & adhered to & assist Constabulary in checking permits & rod licenses
-	36	All or several ponds	Try to improve marginal vegetation
-	36	All or several ponds	Check & clean pond inlets & outlets
-	Access, 36	All or several ponds	Monitor ponds for general problems and algae scums, and ensure warning notices are promptly put up & taken down
-	36	All or several ponds	Maintain water mixing equipment
-	36, 47	All or several ponds	Monitor water oxygen and phosphorus levels
-	36, 50	All or several ponds	Alleviate problems such as duckweed blooms and oxygen crashes when required
-	Safety issue	Several ponds, including Highgate no1, Hampstead no1, Vale of Health, Viaduct	Carry out work required by Supervising Engineer to reduce flood risk
-	50	Heath-wide	Control Himalayan balsam, Japanese knotweed, giant hogweed, California brome, sycamore and, where necessary, creeping thistle, bramble, common hogweed, ragwort and bracken
-	50	Heath-wide	Update map of Japanese knotweed sites
-	50	Heath-wide	Redo 2006 map of Himalayan balsam sites.

-	50	Selected locations Heath-wide	Maintain extent of bramble at roughly current extent following reduction in 2014/5
	47	Selected locations Heath-wide	Monitor selected features, including certain invasive species, extent of bramble, Small Tumulus Field grassland, Tormentil slopes, Sparrows site, experimental cutting area, amphibians and reptiles.
-	46	Selected locations Heath-wide	Improve corridors for hedgehogs through opening up small gaps in selected fencing.
-	3	Heath-wide	Planning, facilitating and overseeing the work of Heath Hands

Vale of Health, East Heath, Preacher's Hill, Parliament Hill, Kenwood

Map ref.	Policy nos.	Location	Description of work
1	H6	Upper Vale of Health	Cut bramble etc. round Pound to maintain views to it
1	1	Upper Vale of Health	Cut Cotoneaster opposite The Gables to maintain at about 1m70cm
1	4	Upper Vale of Health	Mow majority of fertile grassland (including along paths) annually in September, removing arisings
1	14, 15, 47	Upper Vale of Health	Maintain part of scraped area above acid grassland open as area for invertebrates, and plant gorse in remaining section. Maintain in future years.
1	13	Upper Vale of Health	Weed heather 2 to 3 times yearly as required and cut round existing patches to prevent encroachment
1	4	Upper Vale of Health	Maintain rough vegetation at top of slope near Whitestone Pond by cutting annually after cow parsley has flowered
1	50	Upper Vale of Health	Cut areas of hogweed in rough grassland 2-3 times p.a. to prevent spreading
1	16	Upper Vale of Health	Ensure trees & shrubs in bramble areas do not become more numerous
1	46	Upper Vale of Health	Skirt bramble carefully by hand on Atypus slopes, & remove tree & shrub seedlings. Cut back overhanging branches if they have extended from previous year.
1	13	Upper Vale of Health	Coppice gorse on rotation. When zones are coppiced, remove trees and saplings but retain a few song-posts, e.g. hawthorn, elder. Cut bramble & remove.
1		Upper Vale of Health	Replace steps at VoH heather site
1	50	Upper Vale of Health	Control invasive species, e.g. sycamore, southern woodland, adjoining Vale of Health Approach Road
1	Access, H6	Upper Vale of Health	Install memorial bench at viewpoint over Vale on access path onto the Heath from Whitestone Lane
1	Safety issue	Vale Approach Road	Maintain sightlines at junction of East Heath Road
1	7	Vale of Health N of Approach Road	Cut triangle of grassland above Approach Road
2	Safety	Vale of Health Valley	Flail toe of dam every other month as required by Dam Engineer
2	6	Vale of Health Valley	Keep central area open, but retaining elder bushes at south-west edge. Retain nettle/comfrey area on south-west side. Mow south-eastern side as required to control bramble with aim of recreating grassland.
3	1	New sediment trap, Catchpit dam	Check and remove sediment as required

Map ref.	Policy nos.	Location	Description of work
3	43	Fleet Stream-Lime Avenue-Catchpit	Coppice/re-coppice or pollard trees along streamline and on adjacent banks. Cut back bramble and scrub from entire stream fringe and dead hedge at top of valley
4	43	Fleet Stream-Upper Bird Sanctuary	Coppice/pollard willows throughout the valley.
5	43	Fleet Stream-Upper Viaduct	Re-coppice trees and cut back bramble from stream edge and wider 4m area. Remove hollies from stream edge. Place new log weir and remove vegetation from upper pool if occupying more than 50% of pool. Remove selected willows from marsh area adjacent to the pond and coppice remainder.
5	43	Fleet Stream-Viaduct area	Create small glade where two branches of Fleet stream meet in woodland below Viaduct Pond. Dig out sediment and place log weir; plant marsh-loving plants. Keep open in future by removing new seedling trees
5	50	Fleet Stream-Viaduct area	Remove sycamore from stream edge near to wild service tree
5	43	Fleet Stream Lime avenue culvert	Maintain open culvert/pipe under Lime Avenue through removal of accumulated sediment. Review in 2017.
5	1	Viaduct Pond	On south-west side of Viaduct pond, cut back hedge below bench to create view of pond.
5	6	Viaduct Pond	Cut bramble and blackthorn suckers etc. in grassland by hedge
5	16, 50	Viaduct Pond	Remove or coppice young sycamores in enclosures to west of pond
5	39	Viaduct Pond	Coppice willow and silver birch and raise alder crowns along east bank, especially where impeding growth of emergent vegetation
5	50	Viaduct Pond	Control Japanese knotweed in enclosed area.
5	50	Viaduct Pond	Pull Himalayan balsam from marsh area
5	13	Viaduct Pond	Remove bramble and saplings from gorse area east of Viaduct. Coppice any degrading gorse, and consider planting more
5	13	Viaduct Pond	Weed planted heather on exposed east bank
5	1	Viaduct Pond	Create further Kingfisher/invertebrate bank along sandy bank to south of bridge. Dig vertical bank and revet where necessary for stability
6	4	Springett's Wood	Mow grass/scrub 2-3 times avoiding bluebell leaves.
6	Access	Springett's Wood	Clear & mow paths
6	Access	Springett's Wood	Clean & oil bench
6	16	Springett's Wood	Keep bramble in damp area near pond in check by cutting back, & remove sapling & seedling trees & shrubs & scrub; create scrape
6	50	Springett's Wood	Remove & dispose of <i>Crassula helmsii</i> if present in pond
6	36	Springett's Wood	Maintain pond; reduce vegetation in pond;
6	16	Springett's Wood	Check tree guards & tree ties, & clear scrub around young trees
6	30	Springett's Wood	Lay hedge at rear of area, near back fence
6	Access	The Elms/Radio Mast	Cut back bramble/scrub encroaching on access road
7	29, 50	Top side of Old Hockey Field	Cut brambles round and beside bench to Chris Dryhurst.
7	50	Old Hockey Field wild flower area	Pull thistles before cutting
8	19	Vale of Health Pond	Restore glade near pond inlets and possibly install small informal footbridge
8	50	Vale of Health Pond	Trim back bramble near bench above fishing pegs
8	50	Vale of Health Pond	Coppice saplings and lift trees competing with gorse on the south bank. Remove sycamore saplings from pond edge to south. Remove robinia suckers growing along east bank.
8	39	Vale of Health pond	Remove 2 young sycamore trees from east edge of pond

Map ref.	Policy nos.	Location	Description of work
8	13, 14	Tormentil Slopes	Cut bramble and rosebay willowherb as necessary with view to eradicating
8	13, 14	Tormentil Slopes	Cut areas of coarse grass repeatedly
9	16	Willow woodland north of upper Hampstead Bird Sanctuary	Maintain willow coppice area. Re-coppice/pollard willows
9	16, 19, 20	Path between Viaduct Pond and Vale toilets	Open up and improve habitat by coppicing both sides, leaving major native trees. Remove one more Robinia annually but retain the best specimens
9	4	'Secret glade' W of path between Viaduct pond & Hollow Beech	Reduce bramble
10	46	Pryor's Field	Check area where common spotted orchid grows to ensure it is not being outcompeted; manage appropriately if so.
10	50	Pryor's Field	Clear sycamore saplings and laurel from woodland strip along north edge
10	50	Pryor's Field	Pull any Himalayan balsam in damp patch. Pull Himalayan balsam in central bramble patch only if whitethroat not breeding.
10	Access	Pryor's Field	Make sure main paths are clear of bramble and in good order, and ditch line running along the south of the field has been regularly cleared of leaf litter and debris.
10	20	Pryor's Field	Cut 1/3rd of the scalloped eastern edge of Pryor's Field between the path and shrubs (excluding the area dominated by blackthorn) on a rotational basis
10	13	Pryor's Field	Remove seedling/sapling trees in grassland and gorse along northern edge, and maintain gorse by clearing bramble. Replenish gorse as necessary.
10	6	Pryor's Field	Reduce the extent of bramble in south-west of Field, near car park, cutting by hand as ant hills are present.
10	50	Pryor's Field	Cut or remove any purple Michaelmas daisy, and white Michaelmas daisy not growing in main patch
10	50	Pryor's Field	Cut areas dominated by hogweed or remove flowers before seeding and take off site in all areas except that specified on map in management plan
10	50	Pryor's Field	Cut round large white Michaelmas daisy patch
11	6	East Heath Road	Control spread of bramble, trees etc. onto road and grassland
11	6	East Heath Road	Regularly prune willows to maintain form and maintain safe driver visibility at car park entrance
12	6	Willow Road	Keep bramble back to current frontier, with elm suckers removed
12	29, 30	Preacher's Hill	Lay and extend short hedge on boundary of Children's Playground
12	50	Preacher's Hill	Cut area of California brome repeatedly to stop it flowering, leaving patch of Russian comfrey
12	6	Preacher's Hill	Cut cow parsley/ rough grassland and ash saplings alongside Willow Road in after cow parsley has flowered. Cut saplings by hand if necessary (car parking)
12	16, 50	Preacher's Hill	Remove sycamores & sapling ashes to benefit plane and oak, clump near East Heath Road
12	1	Preacher's Hill	Cut back small area of holly to improve view
12	1	Preacher's Hill	Replant willows alongside Christchurch Road to replace those that died in 2016. Fell dead willow tree.
12	16	Preacher's Hill	Reduce ivy on woodland trees
12	50	Preacher's Hill	Herbicide invasive bramble on edge of Willow Road near junction with Christchurch Hill, which is causing a nuisance with car parking
13	1	Lime Avenue	Cut back epicormic growth at base of limes along avenue length
14	6	Mixed Pond meadow	Cut grassland regularly, to keep back bramble encroachment
15	9	Tumulus Field Pond	Cut vegetation surrounding pond

Map ref.	Policy nos.	Location	Description of work
16	7, 50	Small Tumulus Field	Mow most or all of large triangular area before ragwort flowers, preferably leaving some uncut
16	50	Small Tumulus Field	Control hogweed: cut flowers off in areas which will not be mown
16	46	Small Tumulus Field	Cut bays every third year in bramble over 12 year cycle, leaving bird perching posts
16	46	Small Tumulus Field	Plant more dog rose in/near bramble bays to provide bird poaching posts
16	33	Small Tumulus Field	Remove tree seedlings/saplings from bramble edges
16	33	Small Tumulus Field	Coppice selected lengths of woody edges by hedge 3 & repeat as required to maintain edge habitat
16	5	Small Tumulus Field	Mow area of rosebay willowherb cut in 2016 until restored to grassland
16	33	Small Tumulus Field	Remove 2 immature ash trees in south-west corner to reduce shade; leave logs lying in bramble
16	46	Small Tumulus Field	Plant teasel in open area in bramble near Hedge 2 and elsewhere among bramble edges
17	29, 30	Hedge 2, western end	Coppice several young cherry trees and scrub on south side, leaving bramble, and lay hazel stools in centre which originate from original hedge
18	30	Hedge from Lido northwards	Manage part of hedge to reduce obstruction of path and thicken up base, leaving plenty of stock to grow into standards plus some shrubs as used for teaching purposes
19	6	Parliament Hill, near Dump	Mow close to fallen tree to prevent brambles growing up
20	16	Parliament Hill shrub islands	Lay second-to bottom shrub island on western path and cut back sloe encroaching into grassland by 2m.
21	30	Hedge along eastern boundary of Cricket Field, Parliament Hill	This newly-established hedge will soon get leggy and should be layed to create a good long-term structure.
22	E1	Heath Life Education Centre	Manage for ecology & education.
23	E1	Secret Garden	Manage for ecology and education
24	Access	Highgate no 1 and Men's ponds	Maintain windows onto ponds at trig points
24	Access	Highgate no 1 pond	Make access improvements to dog swim
24	H6, 1, 39	Highgate no 1 pond	Maintain 2 open viewing windows and prevent shading of marginals by coppicing willows on 3 year rotation. Windows should be re-coppiced if required to maintain view.
25		Boating pond	Cut the two reed beds at northern corners of pond
26	7	South Meadow	Mow all grassy glades except large areas north of stream to allow access & maintain grassland. Retain strip of long grass round edges.
26	46	South Meadow	Release scaly male fern from brambles
26	50	South Meadow	Pull or cut small balsam in Kenwood SSSI strip before it flowers
26	Access	South Meadow	Maintain area in front of Chubb shelter and clear scrub as necessary
26	19	South Meadow	Review need for further thinning & glade creation
26	16	South Meadow	Improve quality of best oak trees in area of close-growing oaks with bare ground beneath by removing about 3 mis-shapen smaller oak trees.
29	6, 19	South Meadow	Remove encroaching willow saplings north-west of Herman Barr bench in northern grassland, and coppice nearby willow tree (adjacent to area previously cut) to restore grassland
27	1	Saxon ditch near Hampstead Gate	Remove brambles and brushwood; maintain dead hedges aimed at reducing footfall on this historic feature

Map ref.	Policy nos.	Location	Description of work
28	47	Stream culvert crossing by bird feeders	Cut round where cuckoo flower grows
29	19	Orchard	Continue to coppice area of hazel/ash on a 7 year rotation. Plant additional hazel to fill gaps. Section 5 2016. Section 6 2017
29	Access	Orchard	Cut hedges, cut back nettles and other vegetation from path.
29	16	Orchard	Clear around recently planted hazels
29	16	Orchard	Remove one large sycamore
29	16	Orchard	Raise crowns of selected beeches where shading coppice areas
29	16	Orchard	Plant 2-4 pear and 2-4 apple trees into open sections. Section 6 2017 London and Middlesex varieties
30	47, 50	Cohen's Field ponds	Monitor for invasive species and remove as necessary
30	46, 50, visual access	Cohen's Field ponds	Stop shrubs & climbers growing higher than fence
30	36	Cohen's Field ponds	Autumn or late winter cut to pond edges to maintain a grassy fringe.
30		Cohen's Field ponds	Reconnect ponds by blocking leak from 1st pond and ensuring overflow goes into 2nd pond
31	Access	Upper (western) Cohen's Field	Maintain ditch to upper new pond to retain nearby crossing point
31	6	Upper (western) Cohen's Field	Continue to control expanding patch blackthorn, centre of Field towards northern edge
32	6	Lower (east) Cohen's Field	Grub out sapling trees from western fringe, transplant larger recently planted saplings.
33	46, 50	Model Farm Compartment: farm section	Eradicate knotweed and balsam. Also cut back fringe vegetation and saplings to maintain some open ground.
33	7,46	Model Farm Compartment: farm section	Yearly cut to 50% of area.
33	History	Model Farm Compartment: farm section	Remove vegetation growing on walls
33	7, 46	Model Farm compartment: top meadow	Continue to manage as open grassland by cutting late. Collect arisings and compost in area
33	4, 6, 46	Model Farm compartment: top meadow	July cut to perimeter of meadow for monitoring access. Care should be taken of grass snakes.
33	7, 46	Model Farm Compartment: Middle section	Maintain as rough meadow through autumn cut
33	4, 46	Model Farm compartment: farm section	Assess safety of 2 sycamores in north-west of farm area
33		Model Farm compartment-top meadow	Create hibernaculum at north end of meadow for grass snakes. Create egg laying (compost) sites in warm south facing locations.
34	7	Pipeline Triangle	Early summer cut to Triangle to reduce coarse grass vigour & encourage later-flowering knapweed & bedstraw
35	1 & others	Athlone House Gardens	Management according to detailed management plan
36	19	Cohen's Wood	Thin oaks selectively and use timber for projects around the Heath

Map ref.	Policy nos.	Location	Description of work
37	36	Stream line from Cohen's Wood to Ladies pond	Re-coppice streamline area. Maintain dams & aquatic vegetation to improve water quality along catchments. Further clearance & dam creation may be necessary.
38	1, 36 & others	Kenwood Education Garden	On-going maintenance including planting, pruning, weeding & mowing
38	1	Kenwood Education Garden	Develop management plan for area
39	47, 50	Ladies Pond meadow	Monitor and possibly remove thistle & ragwort round damp area
39	29	Ladies Pond Meadow	Thin oak trees, removing poorer specimens, from adjacent to Ladies Pond, southern section, to provide more light to pond and promote better specimens.
39	4	Ladies Pond Meadow	Reduce erosion caused by paths by cutting alternative desire lines adjacent to existing path in summer if required
40	47	Stock Pond meadow	Cut patches of invading rush in cold weather to reduce vigour, leaving main patch beside path
41	50	Ladies Pond	Plant wild flower area in lower meadow
41	50	Ladies Pond	Dig invasive <i>Crocsmia</i> from below spillway
41	Access, 39	Ladies pond enclosure	NW edge of pond: remove woody debris from water & coppice 15m section of bankside to encourage emergent vegetation & reduce debris encroachment into the swimming area
41	6	Ladies pond enclosure	Cut northern wet meadow area to prevent scrub encroachment.
42	36	Stock Pond	Continue to selectively thin & lift bankside trees to increase light levels & reduce leaf litter: remove dead elms
42	46	Stock Pond	Clear round wild service tree saplings
42	36, 39, 50	Stock Pond	Re-open canopy above northern marsh area. Remove seedling alders and dogwood
42	36	Stock Pond	Cut back scrub encroaching onto northern marsh area. Cut back to dead hedge.
43	50	Bird Sanctuary	Control Himalayan balsam & giant hogweed
43	47	Bird Sanctuary	Weekly clean & fill bird feeder
43	Access	Bird Sanctuary	Trim small hedge in front of bird feeder to maintain visibility
43	39	Bird Sanctuary	Coppice 10% of willows & alder along eastern edge.
43	39	Bird Sanctuary	Regular coppice or removal of recent regrowth from large birch tree southwards on one-year rotation, to provide more light to water
43	36	Bird Sanctuary	Continue to expand wet meadow E of pond through selective coppicing of trees and scrub encroachment
43	H6	Bird Sanctuary	Coppice alder & dogwood S end of pond to maintain a minimum of 2 view points
43	19	Bird Sanctuary	Coppice hazel area E of pond on 7 year rotation. Remove competing elm scrub.
43	36	Bird Sanctuary	Maintain channel N side of pond to increase wetness & habitat for reedbed
43	39	Bird Sanctuary	Remove selected trees and shrubs near reedbed
43	36	Bird Sanctuary	Cut one section of reedbed
43	36	Bird Sanctuary	Western wet meadow. Late cut to area to maintain as wet meadow and prevent encroachment onto reedbed. Leave small refuges.
43	36	Bird Sanctuary	Western wet meadow. Re-coppice willows every 2 years to maintain low growth
43	36	Bird Sanctuary	Dig more pools in western wet meadow to prevent drying out
43	36	Bird Sanctuary	Continue to increase reedbed through selective felling of birch & willow along NW edge of pond
43	6	Bird Sanctuary	Cut eastern dry area to prevent scrub encroachment.
43	36	Bird Sanctuary	Cut eastern wet meadow late winter

Map ref.	Policy nos.	Location	Description of work
43	6	Bird Sanctuary	Cut north western rough meadow to prevent succession. Keep some rosebay willowherb and maintain a bramble fringe. Autumn cut followed by late spring and mid-summer cut.
43	6	Bird Sanctuary	Cut rough meadow to the north of the reedbed late winter/early spring.
43	6	Bird Sanctuary	Late cut and early summer cut to grass area surrounding bird feeders to maintain as grassland
43	H6	Bird Sanctuary	Open up viewing window again from corner nearest Millfield toilets
43	Access	Bird Sanctuary	Open up 1-2 new sightlines from western section towards reeds.
43	43	Bird Sanctuary	Create amphibian and reptile hibernaculum. Exact location to be decided.
43		Bird Sanctuary	Create 2-3 reptile egg laying sites through placement of vegetation/compost in sunny areas
43		Bird Sanctuary	Create small 6m channel linking the pools on the eastern edge with the main pond.
44	50	Southern slopes of Parliament Hill	Continue experimental regime of cutting selected areas of thistle monthly in season

Heath Extension

Map ref.	Policy nos.	Location	Description of work
48	Access	Heath Extension, path edges	Rough cut throughout growing season
48	20	Heath Extension meadows	Development of scalloped edges between mown and long grass
49	29, 30	Hedge north of toilets, Extension	Top eastern section
50	29, 30	Hedge north of bothy, Extension	Lay or top
51	29, 30	Hedge east of cricket field, Extension	Coppice sloe and lay shrubs, northern end, west side
52	4, 33	Tree belt between two small meadows, Extension	Coppice young trees along northern edge to improve habitat & curtail further expansion into meadow
53	47	Extension, north-west corner of junior cricket field	Monitor ant populations
53	6	Extension, north-west corner of junior cricket field	Hand grub tree seedlings and saplings in uncut area & allow habitat to improve for meadow ants. Cut around hills
53	6	Extension, north-west corner of junior cricket field	Cut thistle areas to east and west in July to stop spread into area of ant hills
54	6, 7	Ikin's Corner meadow	Clear scrub and bramble to conserve broad-leaved helleborine, then maintain.
54	6, 8	Ikin's Corner meadow	Cut grassland every 2 years
55	7	New hockey pitch	Top 50% thistle along hedgerow on west of grassland
55	7	New hockey pitch	Maintain scalloped edge to bramble & close-mown grass
56	7	Meadow west of children's play area	Top 80% thistle along east hedge

Map ref.	Policy nos.	Location	Description of work
57	6	Meadow Lower & Upper Wield Field (formerly Meadow 308)	Reduce peripheral bramble. Target encroachment along north edge & remove seedling tree encroachment into meadow.
57	Access	Meadow Lower & Upper Wield Field (formerly Meadow 308)	Maintain horse ride and reinstate signposting
58	50	Meadow at North Point (far NE corner of Extension)	Hand pull or cut 80% thistle
58	7	Meadow at North Point (far NE corner of Extension)	Late annual cut leaving refuges
58	20	Meadow at North Point (far NE corner of Extension)	Develop scalloped edge between mown & uncut grass
58	7, 47	Meadow at North Point (far NE corner of Extension)	Cut & monitor three trial grassland management strips, cutting e.g. April/May; July; July then late
58	29	Meadow at North Point (far NE corner of Extension)	Cut hawthorn hedge
59	30	Extension hedge south-west of Children's playground	Lay hedge
60	1	Short hedge west of ponds	Try to layer old crab apple tree
61	4	Eastern edge of Extension	Maintain cut grass strip at base of privet hedges at rear of private gardens
62	20	Hedge between cricket & football pitches	Retain 4m bramble/grassland fringe to hedge, leaving some wide sections clear to give occasional access to stream
63	6	Grassland in NE corner of football pitch field	Grub sapling trees from grass area in upper corner near hedgerow
64	46	Cricket field	Maintain native black poplar saplings at lower north corner of field
65	H6	Near damp patch	Maintain viewing windows on both sides to give more view of stream
66	4, 7	Extension Ponds	Maintain damp meadow by autumn/winter cut & clear from W edge of ponds 2-7. See management plan for location.
66	6, 16	Extension Ponds	Cut/coppice scrub & grub bramble from N, S & E edge of pond 1 to maintain low scrub & wildflower area & prevent encroachment into pond. Remove fallen hawthorn. See management plan for location
66	19	Extension ponds	Remove selected hollies from corners of Ponds 1, 2 and 3.
66	19	Extension Ponds	Remove one willow tree and lift another, Pond 1, to increase light levels
66	6, 16	Extension Ponds	Cut/coppice scrub & grub bramble for N, S & E edges of ponds 5&6 to maintain low scrub & wildflower area & prevent encroachment into pond. See management plan for location

Map ref.	Policy nos.	Location	Description of work
66	6, 16	Extension Ponds	Cut/coppice scrub & grub bramble for N, S & E edges of pond 7 to maintain low scrub & wildflower area & prevent encroachment into pond. See management plan for location
66	16	Extension Ponds	Selectively coppice shrub islands/groups on 10 yr. cycle to maintain thick vegetation. Coppice 1 island/yr. See management plan for location.
66	36	Extension Ponds	Maintain open water by removing 50%-75% emergent vegetation from ponds 2-6 approx. every 10 years. Spread arisings along ground to west of ponds 4-6. Maintain minimum 50% open water.
66	50	Extension Ponds	Remove New Zealand Pigmyweed, Crassula helmsii, from pond 2+5 and any other ponds where it is present.
66	47	Extension Ponds	Monitor dragonflies
66	41	Extension Ponds	Remove silt from ponds 1 & 7 by dredging sediment. Engineers department
66	Access	Extension Ponds	Maintain views to ponds in small sections of east and west sides through summer coppicing of vegetation.
66	46	Path edge near to Extension No.1 pond	Ensure marsh woundwort population west of Pond 1 is conserved. Coppice willow shading plants and maintain short section of path to west by cutting through nettle patch again.
67		Extension small pond	Dig out small Extension pond and reduce willow shading the pond
68	30	Extension, hedge on east side of horse ride at latitude of Children's Playground	Lay sections of hedge

West Heath

Map ref.	Policy nos.	Location	Description of work
69	2, 7	Flagstaff	Regular cut, but with midsummer window to allow flowering of wildflowers
69	H6	Flagstaff	Maintain view from benches towards Harrow
69	13, 14	Flagstaff gorse patch	Coppice a section of gorse on 12 year rotation and remove seedlings sycamore, oak and birch in compartment. Section 4 in 2016. Section 5 in 2017. This section will require clearing and planting initially. Follow-up bramble removal in spring/summer if needed
69	14	Flagstaff gorse patch	Gorse expansion in section 4. Remove tree and scrub cover from area. Grub out any bramble. Rake and remove as much top soil as possible. Plant up with potted gorse.
69	13, 14	Flagstaff gorse patch	Plant any open areas with gorse
69	13, 14	Flagstaff gorse patch	Follow up management of recently coppiced/expanded area of gorse. Revisit section to remove any returning scrub or bramble growth. Replant any failed gorse. Section 4 in 2017
69	Access, safety	Flagstaff gorse patch	Coppice 1-2m strip of gorse from either side of main east-west track to maintain access and firebreak
70	13	Heath lands, next to Jack Straws car park	Late annual cut, leaving refuges
71	13, 14	Heather stand on slope by Hill garden middle gate (old section of Pergola)	Weed existing heather. Increase area of heather/acid grassland by cutting back scrub and bramble from the fringes particularly the lower slopes.

Map ref.	Policy nos.	Location	Description of work
71	14	Heather stand on slope by Hill garden middle gate (old section of Pergola)	High cut to lower heather section to maintain as low heath and prevent scrub encroachment
71	13, 50	Heather stand on slope by Hill garden middle gate (old section of Pergola)	Control bracken
71		Hill garden wall	Re-coppice hazel stools near to Hill Garden wall
72	46, 50	Area opposite Hill Garden main gate, adjacent to North End Way	Remove bramble & bracken encroaching on lily-of-the-valley & grassland
72	13	Inverforth Close/Hill Garden heather site	Weed and maintain heather
72	14	Inverforth Close/Hill Garden heather site	Increase area of heathland/acid grassland through selective tree and scrub removal from eastern edge
72	14, 15	Inverforth Close/Hill Garden heather site	Cut perimeter of area 2-3 times to prevent bramble and scrub encroachment.
73	13	Drying Ground	Coppice or lift gorse growing over heather surrounding gorse patch. Weed & maintain heather on slopes
73	15	Drying Ground	Maintain open aspect under pines by bramble & scrub removal
73	14	Drying Ground	Continue to Increase area of Heathland/acid grassland through selective tree and scrub removal southern slopes towards hollow. Rake or scrape off heavy areas of leaf mulch.
73	6, 14, 15	Drying Ground	Cut open area down to hollow to prevent scrub regrowth and establish grassland
74	7	Grass Square opposite Bull & Bush public house	Late cut to grass, removing cuttings. Cut away from road edge.
75	29	Cuttings Path	Maintain hedge and prevent encroachment
75	7	Cuttings Path	Maintain grass bank with late annual cut
75	16, 19	Cuttings Path	Maintain sightlines and open aspect along length of path

Whitestone Pond and Judges Hollow

Map ref.	Policy nos.	Location	Description of work
82	36	Whitestone Pond	Maintain pond to specification outlined by City Surveyors. Cut reeds overhanging path in early spring
82		Whitestone Pond	Cut reedbed
83	Access	Lower corner West Heath road/ Branch Hill junction	Maintain sightlines for traffic on lower bend.

Map ref.	Policy nos.	Location	Description of work
83	Access	Lower corner West Heath road/ Branch Hill junction	Cut back road edge from Branch Hill junction down to West Heath meadow if necessary road closure can be obtained
84	7, 50	Flat area at top of Judges Hollow, close to flagstaff	Early cut; top thistle within grassland area
85	50	Judges Hollow	Flail low bramble patches invading grassland
85	7, 13	Judges Hollow small wooded area & steep slope	Late annual cut to half slope
85	50	Judges Hollow small wooded area & steep slope	An isolated & expanding area of thistle & nettle on edges of bank needs regular cut to prevent expansion into acid grassland
85	50	Judges Hollow lower section & gentle slope	Cut or pull patches of nettle among fine grasses
85	50	Judges Hollow lower section & gentle slope	Selective cut during May & July to reduce aggressive coarse grasses.
85	50	Judges Hollow lower section & gentle slope	Remove bramble & seedling trees encroaching on all open areas
85	50	Judges Hollow area of mature gorse	Remove large turkey oak and any seedling sycamores
85	7	Judges Hollow lime & chestnut avenue	Late cut of grass next to houses.
85	Access	Judges Hollow lime & chestnut avenue	Prune epicormic shoots on limes

Sandy Heath

Map ref.	Policy nos.	Location	Description of work
86	Access	Path from Spaniards Green to Ikin's Corner	Cut back bramble encroachment
87	20	Sandy Road	Continue cutting 2 coupes/year along ride in 5-year rotation. Sections 2a + 5b in 2016, 3b + 4a in 2017 See map.
87	50	Sandy Road	Remove Turkey oak from section 5b and norway maple from section 2a.
87	20	Sandy Road	Cut scalloped 2-3m strip along path edge during July
88	H1	Cooling Track	Monitor & remove tree seedlings along ditch as necessary
88	7	Cooling Track	Glade opposite Extension top locking bar: late cut at end of season
88	43	Cooling Track	Clear ditch culvert as necessary
89	50	Old Sand Pit, behind Heath House	Remove seedling sycamores
89		Old Sand Pit, behind Heath House	Coppice ash and Sorbus saplings and remove one Turkey oak and one sycamore annually to increase ground flora

Map ref.	Policy nos.	Location	Description of work
89	Access	Old Sand Pit, behind Heath House	Shape low epicormic growth from lime trees by bench
90	7, 50	Woodland next path & horse chestnut avenue, south of end of North End	Late cut to the Lily of the Valley area to remove bramble & ivy encroachment
91	39	Sandy Heath ponds	Selectively coppice or remove tree/gorse and scrub cover from the edge of pond No.3 to prevent shading and establishment of large trees.
91	4, 14	All Sandy Heath ponds	Remove bramble developing in damp shaded areas & acid grassland
91	36	All Sandy Heath ponds	Remove selected emergent vegetation + sediment to prevent succession & maintain area of open water. Pond 1 in 2016 or 2017 with mini-digger/contractor
91	14	All Sandy Heath ponds	Regular cut of grass adjacent pond 4 to establish & maintain acid grassland
91	36	Main Sandy pond	Boom and net duckweed from pond No.2 surface when covering greater than 25% of pond surface
91	39	Main Sandy pond	Remove trees from centre of large Iris bed in pond No.2.
91	14	Sandy Heath grassland	Remove turkey oaks from selected areas to increase the extent of acid grassland.
92	13, 14	Pitt's Garden	Weed & maintain heather plantings. Remove pine tree seedlings & saplings. Remove willow saplings.
92	16	Pitt's Garden	Remove three pine trees to provide room for the rest to mature
92	13	Pitt's Garden	Keep bramble controlled in areas of gorse
92	14, 15	Pitt's Garden	High cut of northern heather section to maintain as low heath and prevent scrub encroachment
92	14, 15	Pitt's Garden	Cut around heather sections to prevent scrub encroachment
92	H1	Pitt's Garden	Keep listed wall adjacent to North End clear of vegetation.
92	H1, 50	Pitt's Garden	Remove some bramble & buddleia & coppice gorse along top of crib wall bank
92	4	Pitt's Garden	Maintain margins as grassland & prevent scrub encroachment on path by fence adjoining North End Way
92	14	Pitt's Garden	Increase area of potential heathland through removal of selected shrubs and trees from northern section.
93	6	Paddock	Grub tree seedlings & bramble as necessary
93	50	Paddock	Reduce thistles
93	7	Paddock	Early spring cut to 80% of meadow, leaving refuges, & repeat cut in summer, to encourage scabious
93	46	Paddock	Plant scabious plugs around Paddock to encourage spread
94	50	Large (Summer) Meadow	Control majority of Canadian golden rod, Russian comfrey & Michaelmas daisy as required
94	50	Large (Summer) Meadow	Remove non-native tree seedlings in peripheral areas of meadow
94	7	Large (Summer) Meadow	Early spring cut (around March) to allow invertebrates to overwinter in dead stems
94	6	Large (Summer) Meadow	Cut back bramble edge on south side by 3m
94	6	Large (Summer) Meadow	Continue to remove saplings coming up through gorse
95	13, 14, 15	Sandy Gorse patch	Coppice/expand gorse on a 12 year rotation. Section 5 in 2017. Grub out seedling trees and remove bramble. Plant up any bare/dead patches with potted gorse
95	13	Sandy Gorse patch	Follow up management of recently coppiced area of gorse. Section 4- Revisit section to remove any returning scrub or bramble growth. Replant any failed gorse.

Map ref.	Policy nos.	Location	Description of work
95	13	Sandy Gorse patch	Coppice 1-2m strip of gorse from either side of main east-west track.
95	13, 14, 50	Sandy Gorse patch	Control bracken
96	16, 23	Woodland adjacent Spaniard's Road	Remove cycle jumps
97	H6	North End Green: corner North End & North End Avenue	Cut bramble beneath trees to open view of Green from North End Avenue.
97	Access	North End Green: corner North End & North End Avenue	Put in new boundary posts adjacent to old ones, leaving the bases of the former rotten posts in the ground for stag beetle larvae and prevent disturbance of newts
98	1	Woodland edge north end Bridle Cottage entrance	Maintain open aspect along Bridle Cottage wall
99	4	Hill above Wyldes Farm	Maintain 5m grass verge by cutting twice p.a.
99	H6	Hill above Wyldes Farm	Remove small holly regrowth & saplings
99	H6	Hill above Wyldes Farm	Cut low bramble on bank in summer
99	Access	Wyldes Farm access road	Remove any garden rubbish
99	Access	Wyldes farm access road	Strim round bollards throughout season
99	Access	Wyldes farm access road	Selectively thin trees growing into road
99	16	Woodland near Wyldes Farm	Manage area with pines to encourage these by removing senescent larches and nearby Turkey oaks and planting new Scots pines.

Golders Hill Park

Map ref.	Policy nos.	Location	Description of work
100	47	Golders Hill Park and elsewhere	Review hedgehog survey from 2016 and implement recommendations in 2017 which may include full Golders Hill Park survey and link with ZSL funded project



Arboricultural Works

Veteran trees

Policy nos.	Location	Description of proposed works
NL13	Selected locations Heath-wide	<p>Management to tranche of next 10 nominated trees from the Veteran Tree Survey. Proposed works to include:</p> <ul style="list-style-type: none"> • Haloing adjacent tree canopies • Felling selective encroaching trees • Retrenchment pruning • Cable bracing • Dead hedging • Mulching • Moving paths/targets <p>Compost Tea (microbial foliar and soil drench) applications to the Veteran oaks at Hampstead Gate</p> <p>Soil sampling to Veteran Oaks at Hampstead Gate</p>

Wild service

Policy nos.	Location	Description of proposed works
NL4	Selected locations Heath-wide	<p>Continue to record new found specimens.</p> <p>Works to nominated trees. Proposed works to include:</p> <ul style="list-style-type: none"> • Haloing adjacent tree canopies • Felling selective encroaching trees • Retrenchment pruning • Dead hedging • Mulching • Moving paths/targets • Planting 4 year old saplings in identified locations • Collecting seed for next tranche of propagation

Poplar project

Policy nos.	Location	Description of proposed works
NL1	Selected locations Heath-wide	<p>Survey of entire Poplar population Identification & prioritisation of works required. To include:</p> <ul style="list-style-type: none"> • Reduction of lapsed pollards • Removal of ivy to aid annual inspection • Removal of significant dead wood and hazard beams

Un-programmed and routine tasks

Policy nos.	Location	Description of proposed works
NL14	Selected locations North London Open spaces - wide	<p>Emergency works, to include making safe windblown and recently identified (Arbortrack) unstable and/or decayed trees</p> <p>Felling dead elm regeneration</p> <p>Retrieval of kites and other foreign objects</p> <p>Crown lifting for public/transport access</p> <p>Remedial tree works, to include reduction, felling, pollarding, coppicing & airspading</p> <p>These works produced from Arbortrack Tree Risk Sequencing Inspections.</p> <p>Pest and disease monitoring: Inspect for disease and pests within tree populations, including;</p> <ul style="list-style-type: none"> • Massaria • Oak Processionary Moth (pheromone trapping and nest location. Managing nest removal) • Chalara fraxinea – (Ash die back) • AOD (Acute Oak Decline) • Ceratocystis platani - Plane wilt • Xylella fastidiosa - Bacterial leaf scorch

Additional Works

Policy nos.	Location	Description of proposed works
	Burnham Beeches Haringey & Camden Hampstead Heath	<p>Veteran beech pollard restoration</p> <p>Working Party – assisting neighbouring Local authorities to carry out woodland conservation & veteran tree management</p> <p>Flood Management: assisting and advising on arboricultural operations on dam structures on Highgate and Hampstead chains</p>

Formal Areas

Golders Hill Park, Hill Garden & the Pergola

(Includes sports areas on the Heath Extension and Keats House)

Routine Cyclical Maintenance: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Heath Extension 2 Cricket Squares & Outfield	Maintain cricket squares and outfield which will include mowing, preparation and re-instatement of individual wickets, rolling, fertilising and irrigation. Priority will be given to non-chemical control methods. Inspect and maintain cricket practice nets.	Early April to Mid-September	Site Supervisor	S1, S2, S7
	End of season renovation of cricket squares to include deep scarification, solid tine aeration, top-dressing with surrey loam, over seeding with dwarf perennial rye grass, disease and weed control. Priority will be given to non-chemical control methods. Erect post and chain fence during off season.	Mid- September to Early October	Site Supervisor	S1, S2, S7
Heath Extension Grass Sports Areas: 3 football pitches 3 rugby pitches 1 school running track 2 Cricket nets	Maintain grass sports areas which will include marking and setting out goal posts, mowing; preparation and re-instatement of individual areas and fertilising. Priority will be given to non-chemical control methods. Maintain and foster close working relationships with sports and leisure administration officer, and encourage usage of the facilities with sports clubs and neighbouring schools.	Winter sports: Late September to Early April Summer Sports: April to September	Site Supervisor	S1, S2, S7
	Renovation of grass pitches and grids to include aeration to overcome surface compaction, top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Priority will be given to non-chemical control methods.	Mid-April	Site Supervisor	S1, S2, S7,

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Heath Extension Sports: 3 football pitches 3 rugby pitches 1 school running track	Renovation of grass pitches to include aeration to overcome surface compaction and Plantain control. Top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Organisation and management of School Sports Day, School / Club Training Sessions & Athletics Meetings	September	Site Supervisor	S1, S2, S7
Heath Extension 6 Changing Rooms 2 Officials Rooms	Provide clean, well-maintained facilities to schools and sports clubs all year round. Facilities to be routinely cleaned.	On-going throughout season	Site Supervisor	S1, S2, S7
Golders Hill Park / Heath Extension / Pergola Informal Recreational Grass	Grass cutting of informal recreational areas a. Daily collection of litter, debris and dog faeces.	Minimum once every seven days	Site Supervisor	S1, S2, S7
Public Toilets - Golders Hill Park	Ensure daily cleaning of toilets and regular checks. Replenish toilet rolls and soap on an hourly basis during peak times. Arrange for one deep clean in March/April and twice yearly empty of separation tank	Daily April / September	Site Supervisor	B4
Golders Hill Park / Heath Extension / Pergola Routine patrolling and	Visual presence will be maintained by Keeping staff during opening hours. Staff will interface with the public and hand out information answer queries and monitor bye-laws as necessary. Assist the Hampstead Heath Constabulary with emergency situation, for example lost children, lost dogs and vulnerable people.	Daily	Site Supervisor	A1
Hill Garden Pergola Wedding Ceremonies	Assist the Business Manager with wedding Ceremonies	As per Bookings	Business Manager / Site Supervisor	D6

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Golders Hill Park 2 Grass Tennis 2 Croquet Squares 1 Putting Green 2 Table tennis tables	Maintain grass tennis courts and croquet squares to include twice weekly mowing, monthly verti-cutting, aeration, fertilising, disease, weed, moss control. Irrigation, divot repairs and marking out and rotation of individual courts. Priority will be given to non-chemical control methods.	May to September	Site Supervisor	S1, S2, S7
Golders Hill Park 2 Grass Tennis Courts 2 Croquet Square 1 Putting Green 2 Table tennis tables	End of season renovation of grass tennis courts, putting green and croquet lawns to include scarification, aeration, topdressing, over seeding with bent & fescues mix. Disease, weed and moss control. Priority will be given to non-chemical control methods, for example, daily dew removal to discourage disease outbreaks and dispersal of worm casts.	September/October	Site Supervisor	S1, S2, S7
Golders Hill Park 4 Hard Tennis Courts	Maintain four hard tennis courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Management of bookings and soft launch of Club Spark online booking system. Priority will be given to non-chemical control methods for control of moss and algae.	All Year	Site Supervisor	S1, S2, S7
Golders Hill Park Natural Grassland Areas / Orchard Meadow / Dell Area / Swan Pond	Management of natural grass areas to encourage flora and fauna. Pathways cut through on a weekly basis and areas are "framed".to define the area	April to November	Site Supervisor	NL3
Golders Hill Park Natural Grassland Areas Orchard Meadow / Dell Area	Annual cut and collection - all grass cuttings to be re-cycled. Followed by three general maintenance cuts before end of November.	August to November	Site Supervisor	NL3

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Golders Hill Park Sustainable Planting in Walled Garden	Maintain sustainable plantings to include lifting and dividing, irrigation, staking, pest, weed and disease control - priority will be given to non-chemical control methods. Maintain and update interpretation boards and other media	All Year	Site Supervisor	D1, NL10
Golders Hill Park / Hill Garden, Pergola / Kitchen Garden / Keats House: Specimen Tree Management	Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control, checking of tree stakes. Priority will be given to non-chemical control methods.	All Year	Site Supervisor	D1
Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Keats House Shrub Bed Management	Maintain shrub beds to include mulching, routine formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods.	All Year	Site Supervisor	D1
Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Keats House Hedge Management	Cut hedges to an appropriate height to encourage vigour, density and maintain views. Hedges include Privet, Hornbeam, Yew, Buxus, Holly, Copper Beech, and Lonicera. Priority will always be given to the bird nesting season.	August to April	Site Supervisor	NL6
Golders Hill Park Hanging Baskets by Café / Planting Tubs / Spot planting in borders	Install hanging baskets and other seasonal planting areas maintenance to include weed & disease control, dead-heading, fertilising and daily irrigation. Priority will be given to non-chemical control methods.	May to November	Site Supervisor	D1

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Golders Hill Park / Heath Extension Children's Play Areas	Daily visual inspections will be carried out by staff and all findings recorded.	Daily,	Site Supervisor	E1,E3 P1
	Children's play areas will be formally checked by qualified staff on a monthly basis.	Monthly	Site Supervisor	E1,E3
	Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified	Annually	Site Supervisor	P1
Golders Hill Park Zoo	Recommendations from the London Borough of Barnet's licensing authority will be adhered to. Links will be pro-actively maintained through BIAZA (British and Irish Association of Zoos and Aquariums) and via the Zoo ethics committee which meets twice per year.	All Year	Site Supervisor	E1,E3 P1,P10, NL10
Golders Hill Park Zoo	<p>Maintain all livestock and enclosures within the zoo to the animal welfare and husbandry standards as required by the Zoo licensing Act.</p> <p>Monitor and maintain all enclosures and housing infrastructure within the zoo, to ensure safety and continued suitability. Liaise regularly with the zoo veterinarian to ensure the health of all the livestock within the zoo.</p> <p>Ensure grass levels and general foliage within the animal enclosures are kept at a presentable level throughout the year. Areas left uncut to encourage natural animal behaviour e.g. foraging</p> <p>Promote the zoo to members of the public through advertised feeds, talks, donkey walks and animal adoption scheme. Maintain interpretation boards and other media.</p>	All Year	Site Supervisor	E1,E3 P1,P10, NL10

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Golders Hill Park Butterfly House	Full access to the Butterfly House will be available to the public during agreed opening hours. The facility will be maintained in accordance with good husbandry practice. Maintain interpretation boards and other media	March to end October	Site Supervisor	E1,E3 P1, NL10
Golders Hill Park / Heath Extension / Hill Garden, Pergola, Kitchen Garden Litter	All areas to be litter picked daily. Litter bins to be emptied daily.	All Year	Site Supervisor	P3
Golders Hill Park / Heath Extension / Hill Garden, Pergola, Kitchen Garden / Keats House Footpaths, Signage, Fences	Footpaths, signage, fences will be checked on a daily basis and repairs carried out as and when required. Wooden edging boards repaired as necessary.	Daily	Site Supervisor	B8
Golders Hill Park Christmas Tree	Erection and, later, dismantling of Christmas tree by main North End Road entrance.	December to January	Site Supervisor	
Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Keats House / Heath Hands Volunteers	Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the various locations across the Park, Hill Garden and Kats House	All Year	Site Supervisor	A8
Golders Hill Park / Heath Extension Ditch Management	Maintain ditches and water courses. Grid clearance to be carried out during inclement weather. All ditches to be maintained as specified in Corporation of London hydrology policy.	All Year	Site Supervisor	HY1 NL5

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Golders Hill Park / Heath Extension Children's Entertainment / Bandstand Concerts	Overseeing of children's education / interpretation , bandstand concerts etc.	All Year	Site Supervisor	A1 D3
Golders Hill Park Ponds and Streams	Quarterly maintenance of pond pumps and filters. Daily inspection of overflows and safety equipment. Management of vegetation on pond edges.	All Year	Site Supervisor	HY1, NL5
Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Heath Extension Filming	Manage filming events on the Heath to ensure that there is no long-term damage to the landscape and minimise disruption to local communities.	All Year	Site Supervisor	P8

Projects planned at Golders Hill Park: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Golders Hill Park Zoo	Continue to explore transformational management of the zoo in accordance with Zoo Licensing Act 1981. Work towards producing a collection plan for the zoo.	All Year	Zoo & Farm Team Leader	B14
Golders Hill Park	Install new Christmas tree pit to site at top of Park	January to March	Site Supervisor	D1
Golders Hill Park	Plan and implement new planting plan for Log Garden	January to March 2018	Site Supervisor	D1
Hill Garden, Pergola, Kitchen Garden	Re-lay sedex pathways throughout Kitchen Garden	November to March	Site Supervisor	D1
Hill Garden	Second phase re-planting works to the Hill Garden North boundary border.	November to March	Site Supervisor	D1
Golders Hill Park / Heath Extension / Pergola	Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life. Liaise with	November to March 2018	Site Supervisor	B8

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Memorial Benches	Support Services for contacting of sponsors.			
Golders Hill Park	Research costs of wooden edging to be replaced with metal edging over a 10 year period.	On-going	Site Supervisor	D1
Swan Pond	Undertake edge protection works as identified in the Panel Engineer half yearly annual inspection.	Winter 2017	Site Supervisor	HY3

Parliament Hill Fields

Routine Cyclical Maintenance: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
1 Cricket Square and Outfield	Maintain cricket square and outfield which will include mowing, preparation and re-instatement of individual wickets, rolling, fertilising and irrigation. Priority will be given to non-chemical control methods. Inspect and maintain cricket practice nets.	Early April to Mid-September	Site Supervisor	S1, S2, S7
	End of season renovation of cricket table to include deep scarification, solid tine aeration, top-dressing with surrey loam, over seeding with dwarf perennial rye grass, disease and weed control. Priority will be given to non-chemical control methods.	Mid- September to Early October	Site Supervisor, Groundsman	S1, S2, S7
Cricket enclosure Woodland planting	Pruning management of blackthorn, hawthorn, rosa, buckthorn plantings along East and Southern boundary of cricket enclosure - outside of bird nesting season.	Late August-early April.	Site Supervisor	NL4, NL6
Bowling Green / Croquet	Liaise with licensee of the bowling green and offer advice and support throughout the year. Arrange for irrigation and machinery servicing.	Playing season April to September. Out of season October to March	Site Supervisor	S1, S2, S7
Formal grass sports areas: 1 football pitches 4 rugby training grids 6 schools training grids 1 soft ball area 5 rounder areas 4 mini football grids	Maintain pitches and training grids which will include marking out, setting out goal posts, mowing; preparation and re-instatement of individual areas and fertilising. Routine checking of goal post will be completed by daily inspections. Priority will be given to non-chemical control methods. Maintain and foster close working relationships with neighbouring schools and encouraging usage of facilities.	Winter sports: Late September to Early April Summer Sports: April to September	Site Supervisor	S1, S2, S7

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Formal grass sports areas: 2 football pitches 1 rugby training grid 6 schools training grids 1 soft ball area 5 rounder areas 4 mini football grids	Renovation of pitches and grids to include aeration to overcome surface compaction, top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Priority will be given to non-chemical control methods.	Mid-April	Site Supervisor	S1, S2, S7, S8
Class A Certified Athletics Track Organisation and management of Athletics Meetings, School Sports Day, School/Club training Sessions & Corporate events.	Daily inspection of track (including hammer cage / pole vault, long jump and javelin run-ups / high jump fan / shot putt landing area / throwing areas etc. to check for debris and wear and tear. Check sand depth and quality and replace as necessary. Keep abreast with current UKA regulation changes. Routine checking of hurdles / landing mats / hammer wires / throwing equipment / pole fault and high jump stands and bars / judges stand / starting blocks / flags / relay batons. Replacement and repair as necessary. Setting out of track for meetings and training events (including schools). Ensuring the changing facilities including toilets are in a clean and tidy state on a daily basis. Maintain grass centre area and routinely replace divots.	Athletics meeting season: April-September Training sessions, Sports days & Corporate events: All year	Site Supervisor	S1
Petanque Area	Daily checking of Petanque area to include debris removal, raking and replacement of topdressing material as necessary. Continual monitoring of weed and moss growth. Priority will be given to non-chemical control methods.	All year	Site Supervisor	S1, S2, S7
10 Hard Tennis Courts	Maintain courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Management of bookings and soft launch of ClubSpark online booking system. Priority will be given to non-chemical control methods for the control of moss and algae.	All Year	Site Supervisor	S1, S2, S7
Male / Female / Disable Public Toilets	Ensure daily cleaning of toilets and regular checks. Replenish toilet rolls and soap on an hourly basis during peak times.	All Year	Site Supervisor	B4
	Arrange for one deep clean.	March & April	Site Supervisor	B4

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Informal Recreation Areas: Dukes Field Stone of Free Speech Bandstand Grass Surrounds Children's Enclosure.	Grass cutting of individual grass recreational areas a minimum once every seven days. Daily collection of litter, debris and dog faeces. Re-instate as necessary.	March-October	Site Supervisor	P1
Natural Grassland Areas Parliament Hill	Management of existing natural grass areas to encourage flora and fauna and extend the natural aspects of the Heath into this municipal area. Lido café area pathways cut on a weekly basis and areas framed.	All Year	Site Supervisor	NL3
	Cut and collection of designated areas on a three yearly cycle. All cut grass to be baled and removed.	Mid- September to Early October	Site Supervisor	NL3
Specimen tree Management: Swains lane, Dukes field, Bull path.	After care and monitor growth of new and establishing trees. Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control, checking of tree stakes. Priority will be given to non-chemical control methods.	All year	Site Supervisor	D1
Mixed Borders: Bowling Green	Maintain borders to include mulching, routine, formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods.	All year	Site Supervisor	D1
Hedge Rows: Highgate Road, Tennis Courts, Lido Wall, Bull Path and Bowling Green	Cut native hedges (outside of bird nesting season) to an appropriate height to encourage vigour, density and maintain views.	Late August-early April	Site Supervisor	NL6
Parliament Hill: Signage / Litter bins / Tennis Hut Shelter / Tennis Hut	Signage / Litter bins / Tennis Hut Shelters / Tennis Hut will be checked on a daily basis and repairs carried out as and when required.	All year	Site Supervisor	P3 B8
Parliament Hill: Paths, Roadways & Entrances	Check and maintain pathways in line with specifications to include top finishes. Carryout checks for potholes, cracks and deformations, making patch repairs where needed. Maintain sightlines at junctions, crossroads, adjoining gateways and entranceways for safe access and egress. Grass edging will be carried out during the growing season and wooden edging boards repaired as necessary. Manage traffic movements in line with risk assessment and safe systems of work.	Daily	Site Supervisor	P3

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Parliament Hill: Gates, Fences and barriers Temporary & Permanent.	Check and maintain gates and entrances in good working order to include locks and padlocks. Check and maintain fence lines repairing and or replacing a needed. Temporary fencing/barriers to be placed proximal to the hazard and in such a way as to minimise disruption to users. All temporary fencing is to have signage to explain reasons for erection and time scale for removal; this is to be placed at time of erection.	Daily	Site Supervisor	B8
Play Areas: Traditional Play, 1 O'clock club, Adventure play & Children's enclosure	Daily visual inspections will be carried out by staff and all findings recorded.	Daily	Site Supervisor	E1,E3 P1
	Children's play areas will be formally checked by qualified staff on a monthly basis.	Monthly	Site Supervisor	E1,E3 P1
	Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified	Annually	Site Supervisor	E1,E3 P1
Outdoor Gym: Trim Trail	Daily visual inspections will be carried out by staff and all findings recorded.	Daily	Site Supervisor	E1,E3 P1
	Children's play areas will be formally checked by qualified staff on a monthly basis.	Monthly	Site Supervisor	E1,E3 P1
	Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified	Annually	Site Supervisor	E1,E3 P1
Parliament Hill: Ditches, drains, gullies and grids.	Maintain ditches and water courses. Grid clearance to be carried out during inclement weather. All ditches to be maintained as specified in Corporation of London hydrology policy.	All year		HY1 NL5
Parliament Hill: Routine patrolling	Visual presence will be maintained by Keeping staff during opening hours. Staff will interface with the public and hand out information answer queries and monitor bye-laws as necessary. Assist the Hampstead Heath Constabulary with emergency situation, for example lost children, lost dogs and vulnerable people.	All year	Site Supervisor	P1
Highgate Road entrance: Christmas Tree	Sighting and later, dismantling of Christmas Tree	December-January	Site Supervisor	
Heath Hands Volunteers	Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the Parliament Hill area.	All Year	Site Supervisor	A8

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Filming	Manage events to ensure that there is no long-term damage to the landscape and minimise disruption to local communities.	All Year	Site Supervisor	P8

Projects planned at Parliament Hill: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Orchard	Landscaping works to remove existing mixed planting and replace with mixed native hedging in line with Hampstead Heath Management Plan B14.	Spring 2017	Site Supervisor	B14
Cricket enclosure: Stores wall	Plant native trees and hedge row in line in Northern Western section of the cricket enclosure.	Spring 2017	Site Supervisor	NL6
Cricket enclosure: On school boundary	Reduce and thin out hedging to allow light into to William Ellis school building.	Spring 2017 and Winter 2018	Site Supervisor	NL6
Nassington Road, Savernake Road Bridge & Hive	Landscaping works to create a more welcoming and natural rural gateway to the Heath. This is one of a number of on-going projects that evolved from 'Towards a Plan of the Heath'- Management plan part one 2007-2017	Spring 2018	Site Supervisor	B14
Highgate Road Hedge	Reduce section of hawthorn hedge by 1/3 on Highgate Road.	Winter 2017	Site Supervisor	NL6
Memorial Benches	Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life. Liaise with Support Services for contacting of sponsors. This is part of a wider Memorial Bench Project for the main body of the Heath.	Winter 2017 and Spring 2018	Site Supervisor	B8

Body of the Heath

Projects planned for the body of the Heath: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Millfield Lane Entrance	Improvements to Heath entrance, involving fencing and gate replacement to more rural style, and landscape improvements to immediate area including toilet enclosure (as set out in Committee Report 2015).	Winter – Summer 2017	Site Supervisor	B4 B14
Memorial Benches	Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life and to reinstate benches affected by the Ponds Project. Liaise with Support Services for contacting of sponsors.	Winter 2017 and Spring 2018	Site Supervisor	B8
Parliament Hill summit – stage 2	Continue improvements to this site, including de-compaction and restoration of path junctions, re-turfing and renewal of benches.	Spring – Summer 2017	Site Supervisor	
Tumulus	Replacement of perimeter fencing at the Tumulus in partnership with City Surveyors and renewal of adjacent memorial benches.	Autumn- Winter 2017	Site Supervisor	H1

Operational Services

Routine Cyclical tasks: January 2017- March 2018

Location / Task	Details of Proposed Work: Jan 2017 - Mar 2018	Timing of work	Who is Responsible	Link to Policy
Equipment maintenance	Ensure non-vehicular powered equipment is maintained to manufacturers' standards, commensurate with use. Ensuring an annual service of all items. Repair equipment based on priority, and	On-going	Fleet and Equipment Maintenance Operative (FEMO)	
	Scheduled service of machinery in accordance with the fleet and transport policy and PUWER	Quarterly, six monthly, annually	FEMO	
	Procure replacement machinery in a structured manner with consideration for Divisional and departmental need	On-going	FEMO	
Fleet maintenance	Service and maintain fleet in adherence to manufacturers' standards, and in accordance with the corporate transport policy. Ensure MOTs and Tax are up to date.	Six monthly	Fleet and Stores Operative	
	Liaise with Insurance team to report accidental damage and progress claims and repairs	As required	Operational Services Supervisor (OSS)	
Stores	Ensure sufficient stores are held to support daily operation of the Division.	On-going	Fleet and Stores Operative	S1 A1
	Perform annual stocktake in March/April and forward report to the finance section.	Mar/April	OSS	S1 A1
Utilising IT and Technical resources	Liaise with IS for technical maintenance and provision of services across the Division, supporting local staff when required.	On-going	OSS	B1
	Lead on provision of IS infrastructure on Heath Extension staff Bothy.	On-going	OSS	B1
	Lead on collection and collation of visitor counts across the Division.	On-going	OSS	P2
H&S	Represent Division on Open Spaces H&S Improvement Group	Quarterly	OSS	A1
	Act as secretary for the Divisional H&S working group. Organising, and taking minutes of meetings	Quarterly	OSS	A1

	Organise and implement the Divisional H&S peer audits	Apr - Sep	OSS	A1
	Collate accident reports and support supervisors and managers with reporting and investigation	On-going	OSS	A1
	Liaise with Insurance Team to investigate and provide evidence relating to third party claims	On-going	OSS	A1
	Provide events H&S support by reviewing RAMS and local procedures	On-going	OSS	A1
Events	Provide events technical and logistic support, temporary structures, lighting, moving display trailers and toilet blocks	Per events diary	Operational Services team	A1
Built Environment	Manage Christmas tree lighting at Golders Hill Park, Parliament Hill and Queen's Park	Dec & Jan	Maintenance Team	H1
	Manage the Divisional permit to work system	On-going	OSS	A1 B1
	Liaise with Surveyors operational team and contractors for delivering projects	On-going	OSS	B1 B7
	Review Corporate Work Plan	Jan-Apr	OSS	B1 B7
	Maintain headline built asset issues log for Division	On-going	OSS	B1 B7

Proposed projects : January 2017- March 2018

Location	Details of Proposed projects - 2017/ Mar 2018	Timing of work	Who is Responsible	Link to Policy
Built Assets	Support Surveyors department review of accommodation	2017 / 18	OSS	B2 B5 B6 A6
	Represent Division on client board to ensure the new BRM is fit for purpose.	2017	OSS	B1 B7 D1
	Assist surveyors department to review and update the built asset list	2017	OSS and Maintenance Team	H3 HY4 D1
	Upgrade and clad remaining waste bins across the Heath – 4 per month	2017	Maintenance Team	B1 P3 D1
	Install bicycle racks at East Heath	Apr 2017	Maintenance Team	B1 A1
	Replace locks on all external gates to Heath and review building locks with the aim to streamline, but maintain security.	June 2017	Maintenance Team	B1
	Change entry code to all automatic gates and barriers across the Division	Apr 2017	OSS	B1
	Investigate changing obsolete remote controls receivers and transmitters on gates and barriers	Sep 2017	OSS	B1
	Add callout code to all intruder and fire alarms and investigate provision of fob activation and deactivation for out of hours callout responders	Apr 2017	OSS	B1 B7

Sustainability	Support energy efficiency projects, and lead on implementation when funding is in place, including conversion of lighting to LEDs, and provision of photo electric power generation.	2017 /18	OSS	A6 B1
	Lead in the reduction of our fleet and equipment, ensuring purchase of replacement equipment which is sustainable and consistent, and Divisional and departmental requirements are implemented.	2017 /18	OSS	A10
Utilising IT and Technical resources	Provide technical support for infrastructure changes to align our provision with education and play strategy, specifically at the Hive	2017 - 18	OSS	E1 B5
	Lead on provision of management information to Leadership team via a management dashboard	Apr 2017	OSS	A1
H&S	Lead on review of all risk assessments and conversion to current corporate format when Departmental generic assessments complete	Jan – July 2017	Maintenance Team	A1
	Procure Fire Risk Assessments for Division	Feb 2017	OSS	A1 B1
	Implement Permit to work system for Division	Jan 2017	OSS	A1

Appendix 2 – Photographs of works carried out on site



Figure 1: Tractor spraying of OPM



Figure 2: Anti compaction path section under construction



Figure 3: Conservation Team undertaking repairs to Millfield Lane



Figure 4: Disabled car park re-landscaping



Figure 5: Swain's Lane landscaping works in progress



Figure 6: Bin with new wooden cladding

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Committee(s)	Dated:
Hampstead Heath Consultative Committee	7 November 2016
Hampstead Heath, Highgate Wood and Queen's Park Committee	21 November 2016
Subject: Annual Report on Hampstead Heath Constabulary for the period 1 April 2015 to 31 March 2016	Public
Report of: Superintendent Hampstead Heath	For Discussion

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

Richard G Gentry

Constabulary and Queen's Park Manager / Open Spaces Department

T: 020 7332 3322

E: richard.gentry@cityoflondon.gov.uk

Appendix 1. Constabulary – Incidents of Note 2015 / 16

Month	Incident of Note
April	Drowning at men's pond / Easter Fair
May	Increase in nitrous oxide use noticed / Whitsun Fair
June	Arrest at men's pond for repeat thefts from changing room
July	Give it a Go Event with Met Police
August	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
Sept	Agreement reached to provide support service to English heritage staff in emergency cases
Oct	Controlled explosion of grenade on Extension. Recovery of numerous items of ammunition from clearing of ponds / Circus protestors
Nov	Cardiac arrest victim Hockey pitch. Defibrillator deployed.
Dec	Patrol Kite Hill NYE 5000+ visitors
Jan	Ponds protest gathering - South End Green
Feb	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.
March	Fatality to dog by Vale Pond.

Appendix 2. Constabulary Performance Statistics 2015 / 16

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

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

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

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

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

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Hampstead Heath

Registered Charity

Hampstead Heath Constabulary

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Engagement, Education and Enforcement Plan 2015—2018

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

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

About Hampstead Heath

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

Biodiversity in the city

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

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

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

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

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

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

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

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



What is the Hampstead Heath Constabulary

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

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

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

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The Hampstead Heath Constabulary is made up of:-

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

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

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

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

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

Vision, Values and Environment

Vision

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

The Constabulary team will achieve this through;

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

Values

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

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

Environment

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

1. Parliament Hill

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

2. Golders Hill Park

Zoo, Café, Tennis Courts

3. Ponds

Mens, Ladies and Mixed Bathing Pond and angling ponds

Performance Highlights

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

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

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.

In 2015, Byelaw offences were presented to the Magistrates Court. 12 cases were prepared and 10 were put before the Magistrates court. Fines and costs ranged from £165 for a cycling offence up to £834 for a dog control offence.

HHC has continued to provide on-site policing for larger events, including the annual funfairs, the Affordable Art Fair, Grow London and the Circus where animal rights activists once again attended in 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. Popular fairs at East Heath during Easter, Whitsun and August attract significant numbers of visitors. The high visibility presence of the Constabulary results in no reports of serious crime or anti-social behaviour.

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

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.

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.



Priorities

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

	Engagement	Education	Enforcement	Performance Outcomes
Making every contact count	Involve you more in keeping Hampstead Heath safe Listen, understand and respond to you in way that best suits your needs Continue to work with neighbourhood & Heath groups to better understand the needs of those that we provide a service to	Continue to work with local schools and youth groups. To hold and support events and activities on the Heath where education messages can be conveyed	To deliver enforcement activities in a professional, safe and ethical manner	Improve the satisfaction levels of users of the Constabulary services
Quality of service	Enhance existing performance management arrangements for Constabulary officers Provide safe, secure and accessible Open Spaces and services for the benefit of London	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
Leadership	Encourage and enable all staff to take ownership and lead change to make a positive difference every day Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance	Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the Constabulary Work collaboratively with other stakeholders and public bodies to continue to improve service	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	Through the Dogs Trust hold 8 dog micro chipping and education Roads Shows
4	Cycling	Targeted & intelligence led patrols in defined non cycle areas	Minimum two patrols daily in non-designated cycling hotspots
5	Cycling	Cycling related incidents	90% conviction rate for all cycling related prosecutions
6	Cycling	Promoting responsible cycling	Through engagement and education promote safe cycling in the Division
7	Youth Engagement (litter & anti-social behaviour)	Targeted patrols in areas where high concentrations of school children and young adults will be assembled	Minimum 1 patrol daily during peak periods when school children and young adults will be congregated on Heath
8	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at youth events on the Heath	Work with local youth groups, through engagement and education, promote responsible use of the green spaces
9	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at schools surrounding Heath	Work with the OSD Learning Team to deliver to local schools a proactive response to littering & anti social behaviour
10	Lido	Targeted patrols during periods where there will be high concentrations of visitors to Lido	Frequency of patrols to be defined by Sergeants based upon risk assessment
11	Lido	Reducing instances of serious crime	Deployment of 'Knife Arch' during defined peak periods.
12	Lido	Monitor the Lido Response Plan	Carry out a briefing at the start of the summer and debrief following the implementation of Lido Response Plan
13	Public sex environments	Targeted patrols to reduce instances of anti-social behaviour, crime and litter	Frequency of patrols to be defined by Sergeants based upon risk assessment
14	Public sex environments	Supporting Outreach work	Support Terrence Higgins Trust outreach workers when patrolling the PSE



Contact Information

The Constabulary can be contacted on the following number

By telephone: 020 8340 5260

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

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

Face to face

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

Email: HH-Constabulary@cityoflondon.gov.uk

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

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

Email: HH-Constabulary@cityoflondon.gov.uk

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

Twitter: www.twitter.com/CityCorpHeath

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Committee(s)	Dated:
Hampstead Heath Consultative Committee – For Information	7.11.2016
Hampstead Heath, Highgate Woods and Queen’s Park Management Committee – For Information	21.11.2016
Subject: Ponds Project Progress Report	Public
Report of: Philip Everett – Project Director Bob Warnock – Superintendent of Hampstead Heath, Open Spaces	For Information
Report author: Jennifer Wood, Open Spaces	

Summary

The Hampstead Heath Ponds Project is now in the final month of its 18 month construction programme. Most of the work remaining is focused on environmental restoration works and includes aquatic planting, turfing, seeding and tree and shrub planting. Some of this work will take place outside of the construction completion date due to the seasonal nature of the work. The construction element of the project is due to be completed, on time, by the end of October 2016. Despite some delays in the project’s first year, the project has made good progress over the last few months, helped by favourable weather conditions.

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.

Project progress

3. Over the summer months the majority of work has been focused on the two more substantial work sites in each chain of ponds (Model Boating Pond and the Catchpit). Work at these two locations has involved a large amount of earthworks and the weather has provided favourable conditions resulting in good progress, allowing BAM Nuttall to catch up on time lost during delays earlier in the project.
4. The earthworks at Model Boating Pond are now finished and the Heath's ecology team have devised a detailed restoration plan which has been considered by Members of this Committee. It splits the large compound area to the west of the hillside in various different areas which are to be seeded with the most appropriate native seed mixes. The finished result will look attractive and natural due to the inclusion of wildflowers and grasses. It will also help benefit biodiversity, specifically birds, bees and other insects. The larger areas are to be hydroseeded. This is a planting process which uses a mulch of seed and water which is sprayed from a hose. It enables large areas to be seeded in a relatively short space of time. A close working relationship between the Heath's Ecologists and the Project Team has ensured all of the environmental restoration is appropriate, and beneficial to the Heath. In total, six hectares of wild flower meadow will be sown by the end of the project.
5. As the landscaping work at Model Boating Pond has progressed we have encouraged BAM Nuttall to open paths around the site, for example the path on top of the new dam. This has enabled Heath visitors to monitor progress and we have had many favourable comments from the public who think the new island and hillside look good and fit in to the surrounding landscape.
6. Elsewhere on the Highgate Chain, works have been completed at Stock Pond, Men's Bathing Pond and Bird Sanctuary, and are nearly finished at Highgate No. 1 Pond. The Ladies Pond facility, which opened as planned for swimming on programme on Saturday, 7 May 2016 and has just completed a a planned closure for two weeks so that essential maintenance work can take place. This includes the resurfacing of the path by the building to a more appropriate surface, and the replacement of the changing room floors, so that water drains from them in the correct way. This closure was timed to take place in October when the facility is quieter to minimised impact to swimmers. Ladies only swimming has been made available at Mixed Pond during the two week closure period.

7. On the Hampstead Chain, the Catchpit dam is now at its finished 5.6m height, built with clay excavated from borrow pits on Pryor's Field. The borrow pit is almost completely filled up. When it has been filled up, top soil will be replaced and the area hydroseeded with appropriate wildflower and native grass mix like the Model Boating Pond compound. The only other work remaining on the Hampstead Chain is aquatic planting. In total, 25,000 new aquatic plants of 15 different species will be planted as an environmental enhancement of the project. 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
8. 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 has also been desilted as part of the project. A different technique was employed here due to the amount of debris in the pond. The debris, which was mainly logs and branches, was excavated first from a floating platform, and then silt was removed from the same platform. Three large piles of logs and other debris, including an old moped were removed from the pond. Approximately 1000 meters cubed of silt was also removed in this way.
9. Aerators have been installed at each of the ponds to also help improve water quality. These are powered by an electrical supply and the controls are housed in nearby green cabinets, which are approximately 1.5m by 1.5m. A planting scheme is currently being devised to help camouflage these green boxes at a couple of locations, namely Highgate No. 1 pond and Stock Pond. We intend to install a planting box to the top of the green cabinet and grow ivy and honeysuckle down the sides.
10. As the project enters its final stages, a water safety review has taken place at all of the ponds to consider signage and placement of life rings, in relation to advice taken from an independent water safety expert. The new signs are currently in production and will be erected soon.
11. Changes to the design have happened at a number of sites, with 101 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. The project has no outstanding planning conditions.
13. The Community Working Group, which was set up as part of Camden's planning conditions, has continued to meet monthly to monitor the progress of the project. 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.

14. Other communications on the project have received praise from the public, including the weekly emails with updates on the project which are currently being sent to around 800 subscribers. The Ponds Project blog has also been favourably received and regularly receives around 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>. The blog will continue to provide information on the restoration phase of the Ponds Project and is being extended to cover wider Heath news and information.

15. A series of 'Lessons Learnt' meetings are due to take place involving Officers who have been involved in the project and stakeholders who were involved in the consultation process. Following these meetings a report will be written by the Project Director.

Financial Summary

16. As the project draws to a conclusion it is now clear that not all of the risks identified at the start of the project have been realised. The partnering team are currently in process of agreeing the final account and any outstanding claims are being dealt with in accordance with contract. It is expected that the project will be delivered within the approved budget.

Conclusion

17. The project is due to be finished on programme and we are very pleased with the finished landscaping work. The public are much more positive about the work now the focus is turning to the reinstatement and the legacy it will create.

Jennifer Wood

Ponds Project Liaison Officer – Open Spaces

T: 020 7332 3847

E: jennifer.wood@cityoflondon.gov.uk

Thomas Creed

Engineer – Surveyors Department

T: 020 7332 3913

E: thomas.creed@cityoflondon.gov.uk