



## Hampstead Heath Consultative Committee

**Date:** MONDAY, 13 MARCH 2017

**Time:** 7.00 pm

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

**Members:**

Virginia Rounding (Chairman)	Thomas Radice (Heath and Hampstead Society)
Karina Dostalova (Deputy Chairman)	Harunur Rashid (Black and Minority Ethnic Communities representative)
Ray Booth (Barnet Mencap)	Susan Rose (Highgate Conservation Area Advisory Committee)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)	Steve Ripley (Rambler's Association)
Dan Braverman (Heath Hands)	Ellen Solomons (Vale of Health Society)
John Etheridge (South End Green Association)	Ellin Stein (Mansfield Conservation Area Advisory Committee & 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)
Dr Gaye Henson (Marylebone Birdwatching Society)	David Walton (Representative of Clubs using facilities on the Heath)
Nigel Ley (Open Spaces Society)	John Weston (Hampstead Conservation Area Advisory Committee)
Helen Payne (Friends of Kenwood)	Vacancy (London Wildlife Trust)

**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

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
  - a) **Hampstead Heath Consultative Committee Minutes (Pages 1 - 8)**  
*To agree the minutes of the meeting held on 9 January 2017.*
  - b) **Hampstead Heath, Highgate Wood and Queen's Park Committee Minutes (Pages 9 - 16)**  
*To note the minutes of the meeting held on 30 January 2017.*
  - c) **Hampstead Heath Sports Advisory Forum Minutes (Pages 17 - 20)**  
*To receive the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 6 February 2017.*
4. **HEATH HANDS SUMMARY REPORT FEBRUARY 2017**  
Report of the Chairman of Heath Hands.  
**For Discussion**  
(Pages 21 - 22)
5. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath. *To Follow.*  
**For Discussion**
6. **CAFE OPTIONS APPRAISAL**  
Report of the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 23 - 76)
7. **MODEL BOATING POND OPTIONS APPRAISAL**  
Report of the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 77 - 84)
8. **PONDS PROJECT MANAGEMENT**  
Report of the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 85 - 100)
9. **OPEN SPACES BUSINESS PLAN**  
Report of the Superintendent of Hampstead Heath.  
**For Discussion**  
(Pages 101 - 106)
10. **QUESTIONS**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

12. **DATE OF NEXT MEETING**

The dates of the next meetings were noted to be:

**Hampstead Heath Management Committee:**

Walk – Fri 5 May 2017

Meeting – Mon 15 May 2017

**Hampstead Heath Consultative Committee:**

Walk – Sat 17 June 2017

Meeting – Mon 19 June 2017

This page is intentionally left blank

## HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 9 January 2017

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Parliament Hill Conference Room, Parliament Hill Staff Yard, Parliament Hill Fields, Hampstead Heath, NW5 1QR on Monday, 9 January 2017 at 7.00 pm

### Present

#### Members:

Virginia Rounding (Chairman)  
Karina Dostalova (Deputy Chairman)  
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)  
Dan Braverman(Heath Hands)  
John Etheridge (South End Green Association)  
Colin Gregory (Hampstead Garden Residents' Association)  
Michael Hammerson (Highgate Society)  
Dr Gaye Henson (Marylebone Birdwatching Society)  
Nigel Ley(Open Spaces Society)  
Helen Payne (Friends of Kenwood)  
Thomas Radice (Heath and Hampstead Society)  
Susan Rose (Highgate Conservation Area Advisory Committee)  
Ellin Stein (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)  
Richard Sumray (London Council for Sport and Recreation)  
Simon Taylor (Hampstead Rugby Club)  
David Walton (Representative of Clubs using Facilities on the Heath)  
John Weston (Hampstead Conservation Area Advisory Committee)

#### Officers:

Fern Aldous	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Bob Warnock	-	Superintendent of Hampstead Heath
Sue Ireland	-	Director of Open Spaces
Jonathan Meares	-	Open Spaces Department
Declan Gallagher	-	Open Spaces Department
Lucy Gannon	-	Open Spaces Department
Paul Maskell	-	Open Spaces Department
Richard Gentry	-	Open Spaces Department

#### 1. APOLOGIES

Apologies were received from Ray Booth (Barnet Mencap), Joanne Mould (London Wildlife Trust) and Stewart Purvis (Vale of Health Society).

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

There were no declarations of interest.

### 3. MINUTES

#### 3.1 Hampstead Heath Consultative Committee Minutes

**RESOLVED** – That the minutes of the meeting held on 7 November 2016 be approved as an accurate record, subject to the following changes:

“It was confirmed that the Freedom of Information request submitted by the Kennel Club was in relation to the reporting of enforcement action against dog owners.”

*To become*

“It was confirmed that the Kennel Club were seeking a change to the legislation to allow for data in relation to enforcement action against dog owners to be the subject of Freedom of Information requests.”

#### **Matters Arising**

##### **Heath Hands Age Profile**

The Chairman of Heath Hands provided a detailed response to a question posed at the previous meeting. Of the 170 active Members, those under the age of 25 made up 14%, those 26-40 made up 24%, those 41-55 made up 23%, 54-65 made up 28% and 65+ 11%. This represented a significant shift towards younger volunteers from previous years; since April 2015 those under the age of 55 had risen from 39% to 44%. It was felt this was in part due to the age profile of those involved in the successful “Wild about Hampstead Heath” Project.

##### **Drones**

A Member (Highgate Society) queried whether the City of London Corporation would need to be granted permission to fly drones on the Heath. It was confirmed that the City or an appointed contractor would need to apply for Civil Aviation Authority permission to carryout commercial drone activities such as aerial survey, aerial photography or facilities inspections.

##### **Walks**

The Superintendent confirmed that the Heath and Hampstead Society had been contacted about expanding and collaborating on the 2017/18 walks programme. It was proposed that the City’s walks would be complimentary to the Society’s programme. The potential for joint walks was also being considered, however administrative issues such as the Society’s charging policy would first need to be resolved.

### 3.2 **Hampstead Heath, Highgate Wood and Queen's Park Minutes**

The Committee received the minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 21 November 2016.

## **RECEIVED**

#### 4. **SUPERINTENDENT'S UPDATE**

The Superintendent provided an update on recent operational and management activities that had taken place across the Heath since November 2016.

The Superintendent reported the sad news that Glyn Roberts, a Duty Lifeguard who had worked on the Heath for almost 25 years, had passed away. The Committee wished to express their sincere condolences to his family.

#### Restructure of Culture, Heritage and Libraries Department

An organisational change within the Culture, Heritage and Libraries Department had resulted in Keats House coming under the responsibility of the Superintendent of Hampstead Heath. However, Keats will continue to report to the Culture, Heritage and Libraries Committee. Responsibility for Tower Bridge and the Monument would also be brought into the Open Spaces Department.

#### Business Plan

Following a presentation from the Open Spaces Department Business Manager the Committee discussed the business planning process as it related to the 2017/2018 plan. The Committee's views were sought on their ambitions and outcomes they felt were most important both for Open Spaces generally and Hampstead Heath specifically, and submissions by email were welcomed.

It was noted that the business planning process and the budget planning process were not currently well aligned, with the budget being set before the business plan was determined. The timescales of the process would be amended to allow for the plan to inform the budget in future. Members were supportive of this.

The Committee discussed the "People, Place, Prosperity" themes which were likely to inform the City's Corporate Plan. A Member (Hampstead Garden Suburb Resident's Association) felt that "wellbeing" would be a more suitable term than prosperity to describe the principle behind the management of the Heath. It was agreed that synergy was needed between the management plan and the business plan, and a policy needed to be in place where conflict, particularly conflict relating to the need or desire for the Heath to be "prosperous", occurred between the plans. There was agreement that the plan for the Heath needed to reflect the needs of users and nature together. The Superintendent felt that such a mission statement needed to be strategically placed in the Divisional Plan.

A Member (Highgate Conservation Area Advisory Committee) felt that the outcomes based approach to business planning should avoid the mantra that

“more is better”, and that quality of services and preservation of environment were just as important.

### Cafés

The Café lease options appraisal report to this Committee has been delayed to allow the Café Working Party more time to evaluate the findings from the Café engagement and consultation exercise.

Members discussed the options for the Lido Café lease. It was proposed that a tendering exercise would be undertaken for a short term lease up until January 2018 to bring it in line with the other Cafés. There was a long term ambition for the café to be able to open year round, but the short term lease arrangement would be flexible to cater for the 2017 season. Members were supportive of this approach.

A Member (Dartmouth Park Conservation Area Advisory Committee) outlined a proposal for the improvement of the Parliament Hill Café. It was noted that the nature of the short term leases impacts on the ability of the leaseholders to make significant capital investments in the facilities.

### Eruv Proposals

The Superintendent led a discussion on the proposals to construct an Eruv at two locations on Hampstead Heath. Members felt that although they did not disagree in principle to the installation, it should not have an impact of the natural landscape and should not increase the visible built environment. The Superintendent would provide feedback and request further proposals that are less visually intrusive.

### Community Infrastructure Levy

The Superintendent introduced three projects which have been put forward to apply for funding from the Community Infrastructure Levy. These include improvements to the Peggy Jay Centre, the full conversion of the Hive and the installation of an outdoor gym. The Hampstead Neighbourhood Forum had also received proposals for funding which would affect the Heath, including playground upgrades, additional lighting, an enhanced village green and a public art installation. These proposals would need first to be evaluated by the Superintendent and discussed with this Committee and the Management Committee before they could be put forward for wider consultation.

A Member (Mansfield Conservation Area Advisory Committee) suggested that the bridge approach to the Heath could be considered for funding.

### Planning

A date has yet been confirmed for the Water House appeal hearing. The City Corporation would present technical evidence in opposition to the scheme. The Superintendent was also in the process of submitting a letter of representation in relation to a planning application at 114 – 120 West Heath Road.



### Public Art

The Dinosaur sculptures “The Good, The Bad and The Ugly” currently on display in Golders Hill Park will be moved to a new location at the CASS Sculpture Foundation in Sussex in February. It was confirmed the cost of deinstallation was approximately £7000.

**RESOLVED** – that the report be noted and that the views of the Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

5. **GATEWAY PROJECTS - EAST HEATH CAR PARK, PEGGY JAY CENTRE AND ADVENTURE PLAYGROUND OUTDOOR PLAY FACILITIES AND THE HIVE**

The Committee discussed a report of the Superintendent of Hampstead Heath informing them of three proposed capital projects, that subject to funding would be implemented 2017/18.

### East Heath Car Park

The Superintendent reported that the loose material on the East Heath Car Park presented a potential Health and Safety risk particularly during heavy rainfall. Temporary mitigation measures were in place; however a permanent solution was now sought. An initial quote of £330,000 had been obtained; it was hoped that a competitive tendering exercise would reduce the cost. In response to a query from a Member it was confirmed that the asphalt would be a natural colour.

### The Hive

The Hive had been partially converted as part of the Wild about Hampstead Heath Project. The space was currently used by the bike outreach programme and the Learning Team. It was proposed that the unused football changing rooms be converted to create two indoor learning spaces along with creating an outdoor learning space. It was confirmed that sustainability would be the key aspect of the design.

### Peggy Jay Centre and Adventure Playground

The playground equipment needed replacing and it was proposed that the new equipment focused on natural play to better align with the Learning Team’s objectives for integrating play and learning as well as enhancing links with community groups. A Member commented that the playground at Kew Gardens was reported as a good example of play based learning.

Members were supportive of the three proposed projects.

**RESOLVED** – That the report be noted, and that the views of the Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

6. **KENWOOD YARD - DESIGN FOR HARD STANDING AND SURFACE WATER DRAINAGE IMPROVEMENTS**

The Committee received a report of the Superintendent of Hampstead Heath updating Members on the proposals to replace the surfacing of Kenwood Yard. The Committee recognised the need for the works to take place and were supportive of the proposed scheme.

**RESOLVED** – That the report be noted, and that the views of the Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

7. **REVIEW OF 2016 EVENTS PROGRAMME AND THE PROVISIONAL 2017 EVENTS PROGRAMME**

The Committee received a report detailing the success and learning from the 2016 events programme and the proposals for the 2017 programme.

The 2016 season had been highly successful and had focused on community, health and wellbeing. Two highlights of the season were felt to be the Night of the 10,000 meters (a letter had been received from Sebastian Coe in support), and the ‘Give it a Go’ event which had seen high attendance and delivered a range of good outcomes that promoted sport and physical activity. There had also been challenges during the season, such as the protest against Zippo’s Circus which led to a petition being received.

The Committee discussed the programme of Fairs held annually on the Heath, and whether their current format was viable in the long term. It was felt the Fairs could be adaptable and the Showman’s Guild could be innovative if a change of format was desirable. It would be beneficial for a representative from the Guild to attend a future meeting of the Committee.

In response to a query from a Member in regards to publicity for the walks programme, it was confirmed that different methods of publicity were being explored, and the Heath Diary was being well utilised.

A Member noted that the Heath calendar had not been produced for 2017. The Leisure and Events Manager explained that the future production of a Heath calendar was being considered.

The Committee wished for their thanks to the team for their hard work over the season to be noted.

**RESOLVED** – That the report be noted, and that the views of the Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

8. **PONDS PROJECT LANDSCAPE PROGRESS REPORT**

The Committee received a report of the Superintendent of Hampstead Heath updating them on the progress of the landscaping works undertaken at the conclusion of the Ponds Project. A small list of outstanding issues was to be discussed at the final meeting with the Contractor in April, and the Conservation

Team and Ecologists were now keeping the ecological works under close scrutiny. Feedback on the works from Heath users would be crucial over the coming months.

The Committee discussed the petition that was in progress regarding the killings of swans by dogs and people at the Hampstead Heath Ponds and included the desire for the island on the model boating pond to be secured as a bird sanctuary. The lead petitioner was hoping to gather more signatures before submitting the petition.

A report outlining a range of options for the island would be submitted to the Committee in March. The Senior Ecologist had stressed the need for consistency in managing the island to avoid wildlife being disturbed once allowed to thrive. It was recognised that the model boating pond was seen as “The People’s Pond”, and was well used by fisherman and model boaters.

The Committee further discussed both the constructed paths and the desire lines around the works. The Superintendent confirmed the situation would be monitored, and it was hoped that the reinforced turf would be effective at preventing the creation of desire lines.

**RESOLVED** – That the report be noted, and that the views of the Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

9. **QUESTIONS**

There were no questions.

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

There was no other business.

11. **DATE OF NEXT MEETING**

The date of the next meetings were noted to be:

**Hampstead Heath Management Committee:**

Meeting – Mon 30 January 2017

**Hampstead Heath Consultative Committee:**

Walk – Sat 11 March 2017

Meeting – Mon 13 March 2017

**Hampstead Heath Management Committee:**

Walk – Fri 5 May 2017

Meeting – Mon 15 May 2017

**Hampstead Heath Consultative Committee:**

Walk – Sat 17 June 2017

Meeting – Mon 19 June 2017

**The meeting ended at 21:05**

---

Chairman

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

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE Monday, 30 January 2017**

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, 30 January 2017 at 1.45 pm

### **Present**

#### **Members:**

Virginia Rounding (Chairman)  
Karina Dostalova (Deputy Chairman)  
Jeremy Simons  
Deputy John Barker  
Revd Dr Martin Dudley  
Anne Fairweather  
Michael Hudson  
Clare James  
Professor John Lumley  
Barbara Newman  
Deputy John Tomlinson  
Rachel Evans (RSPB)  
Councillor Sally Gimson (London Borough of Camden)  
John Beyer (Heath and Hampstead Society)

#### **Officers:**

Fern Aldous	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Alison Elam	-	Chamberlain's Department
Bob Warnock	-	Superintendent of Hampstead Heath
Richard Gentry	-	Open Spaces Department
Sue Ireland	-	Director of Open Spaces
Declan Gallagher	-	Open Spaces Department

### **1. APOLOGIES**

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

The Chairman thanked Philip Wright for his service to the Committee and wished him well in his new role, and welcomed John Tomlinson to his first meeting.

The Chairman welcomed Colin Buttery who will be taking up the post of Director of Open Spaces from 1 March 2017.

The Chairman informed the Committee of the sad sudden death of Glyn Roberts, a Duty Lifeguard at Hampstead Heath for the past 25 years. The Committee passed on their condolences to his family and wished his colleagues well.

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

Clare James declared a non-pecuniary interest in Item 6 of the agenda regarding the proposal for an Eruv.

3. **MINUTES**

3.1 **Minutes from the Hampstead Heath, Highgate Wood and Queen's Park Committee**

**RESOLVED** – That the minutes of the meeting held on 21 November 2016 be approved as an accurate record, subject to the following amendments:

**Item 3.3** – Amend resolution to read “the minutes of the Highgate Wood Joint Consultative Committee be noted”

**Item 3.4** – Amend resolution to read “the minutes of the Queen’s Park Joint Consultative Group be noted”

**Item 4** – The word “appeal” to be inserted to read “The applicant at the Water House has submitted an appeal against the refusal to grant planning permission.”

**Item 7** – “Messaria” to be “Massaria”.

**Item 16** – The word “budget” to be inserted to read “The provisional 2017/18 budget be approved for Submission to the Finance Committee”.

**Matters Arising**

Open Spaces Bill

It was reported that there was the possibility that a further meeting of the Opposed Bill Committee would be held to discuss the Kennel Club addition to the Bill.

Special Meetings

It was confirmed that a special meeting of the Queen’s Park Joint Consultative Group had been held on 16 January 2017. A special meeting of the Highgate Wood Committee would be planned for March 2017.

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

**RESOLVED** – That the draft minutes of the meeting held on 9 January 2017 be noted.

**Matters Arising**

Restructure of Culture, Heritage and Libraries

It was reported that a change had been made to the management structure of the Culture, Heritage and Libraries Department which had resulted in responsibility for Keats House, Tower Bridge and the Monument moving to the

Open Spaces Department on 1 February 2017. The Superintendent of Hampstead Heath will be responsible for Keats House. This would not affect the remit of the Management Committee, as responsibility for its oversight would be retained by the Culture, Heritage and Libraries Committee.

**3.3 Minutes of the Queen's Park Joint Consultative Group - To Follow**  
**RESOLVED** – That the minutes of the special workshop held on 16 January 2017 be noted.

**4. TERMS OF REFERENCE**

The Committee considered a report of the Town Clerk concerning their Terms of Reference. Members discussed the differences between “Committees” and “Groups” and it was agreed the Terms should be amended to allow for flexibility in the naming of the Highgate Wood and Queen’s Park Committees.

**RESOLVED** – That the Terms of Reference be amended as below

**Consultative Committees**

(e) Appointing such Consultative Committees as are considered necessary for the better performance of its duties including a

- Hampstead Heath Consultative Committee
- Highgate Wood Joint Consultative Committee
- Queen’s Park Joint Consultative Group

*To become*

**Consultative Committees**

(e) Appointing such Consultative Committees and Groups as are considered necessary for the better performance of its duties including, but not limited to, a

- Hampstead Heath Consultative Committee
- Highgate Wood Joint Consultative Committee
- Queen’s Park Joint Consultative Group

**5. RESOLUTION FROM THE POLICY AND RESOURCES COMMITTEE**

The Committee discussed a resolution from the Policy and Resources Committee concerning the election of Chairman and Deputy Chairman to Sub-Committees.

Members felt that the resolution did not present a democratic method for nominating an alternative Member to become Chairman of the Consultative (Sub-) Committees in lieu of the Chairman, and felt it could be considered as “patronage”. It was noted that the appointment of the Chairman to the Hampstead Heath Consultative Committee was governed by The London Government Reorganisation (Hampstead Heath) Order 1989. The precedent resolved by the Committee appointed the Deputy Chairman to the remaining position on the Committees. It was felt the resolution was too prescriptive and that Committees should be able to determine the best method to build in flexibility.

**RESOLVED** – That the Committee do not endorse the resolution of the Policy and Resources Committee.

**6. 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 Hampstead Heath, Highgate Wood and Queen's Park since November 2016:

**Staffing**

The Director of Open Spaces, Sue Ireland, was due to retire at the end of February, and her replacement Colin Buttery was in attendance at the meeting. The Committee wished to thank the Director for her outstanding leadership and dedication to the Department over her years of service.

**Cafés**

Meetings of the Café Working Party were ongoing, with the next meeting due to be held in February 2017. The Working Party had been presented with the report detailing the results of the engagement and consultation process and were discussing the outcomes from the survey.

Service Standards were being developed against the outcomes and Performance Indicators would be drafted to assist the leaseholders to understand what they are being asked to provide and to establish a mechanism for the City and the leaseholders to jointly monitor performance. The next steps were detailed to be:

- A workshop in February to develop the Service Standards
- Service Standards presented to the Consultative Committee in March for discussion
- A report to be presented to the Management Committee in May on the draft Service Standards and options for the café leases.

The Lido café would be run on a different timescale to allow for a provider to be in place by summer 2017. A separate survey had been conducted, a short-term lease would be offered with flexibility to extend through the winter season. The lease would then be brought into the same timescale as the four other cafés. In response to a query from a Member, it was noted that the tender process should be as simple as possible to not deter small businesses from applying.

**Eruv**

Two sites were under consideration for the installation of an Eruv. It was noted the Consultative Committee were supportive of the proposals in principle but were concerned about the visual impact of the structures required. A detailed land registry search had been conducted to determine the ownership of the land that would be affected by the proposal at Windmill Hill.

Members discussed the possibility for the in-filling of hedges on Hampstead Lane as an alternative to fence installation, as planning consent may not be required for this. It was confirmed that the possibility was being further



explored; however, shading from overhanging trees often prevented growth. It was confirmed that the cost of the works and maintenance would be covered by the applicant. The City Corporation would not be contributing financially.

It was reported that the application at Windmill Hill had been submitted to the London Borough of Camden; however, the Highgate and Muswell Hill application was still in consultation. The amended, less visually intrusive, designs would be submitted to the Consultative Committee for re-consideration.

### **Planning**

- The Water House appeal hearing would be taking place on 21<sup>st</sup> March 2017 and it was anticipated it would last for two days with a third for a site visit. Counsel had been appointed to present the case, and technical witnesses on the environmental impact would be heard.
- It was confirmed that a representation would still be submitted against the application at 114-120 West Heath Road.
- A representation had been made against the Heath House Planning Application, which was still to go to Camden Development Control Committee.

A Member (London Borough of Camden) updated the Committee on the application for William Ellis School. The Ribbon Building would now be a floor lower, due to budgetary constraints, and it was felt this would be beneficial in lessening the visual impact on the Heath.

### **London Borough of Camden Community Infrastructure Levy (CIL)**

A number of bids had been submitted for the money allocated to Hampstead Town Ward, including some relevant to the Heath, and three submitted by the City Corporation. The Superintendent had requested that bids affecting the Heath being considered at this time be postponed as the applications had not been scrutinised by either the Consultative or Management Committee. The three bids submitted by the Superintendent had not been progressed.

A Member (London Borough of Camden) informed Members that the successful bids had been for Keats Community Library and Burgh House. It was reported that no other wards had available funds.

In response to a query from a Member, the Superintendent confirmed that projects funded by a successful application for CIL money would still need to complete the Corporation's Project Gateway procedure.

### **Constabulary**

In response to a query from a Member, the Superintendent confirmed that the victim surcharge which made up a proportion of the fine for offenders went to a fund to support victims of crime, and not individuals. As such, the surcharge was still raised against crimes not involving a victim.

### **Petition**

The Superintendent informed Members that an online petition was being promoted requesting a memorial bench for George Michael be erected on the

Heath. The petition currently had 1200 signatures, and was one of ten relating to the pop star currently in circulation. Members felt that the waiting list for benches should be strictly followed and exceptions should not be made.

#### **Land at Vale of Health**

The Heath and Hampstead Society were preparing to submit a joint bid for the land at the Vale of Health with the aim that the land becomes part of the Heath.

**RESOLVED** – That members support the appointment of a provider for the Lido Café, on a lease or licence basis, for summer 2017, with the option to extend the arrangement until 12 January 2018.

#### **7. GATEWAY PROJECTS - EAST HEATH CAR PARK, PEGGY JAY CENTRE & ADVENTURE PLAYGROUND AND THE HIVE**

The Committee considered a report of the Superintendent of Hampstead Heath outlining three projects at Gateway 2 of the project approval process.

##### **East Heath Car Park**

The Car Park currently posed a risk to health and safety as the aggregate surface was often washed on to East Heath Road in wet weather. Temporary coir matting rolls also presented a hazard. The project sought to address these issues by resurfacing the area, and options for a suitable material were being explored. Although gravel was seen as a sustainable option it was not thought to be suitable for the site, which has a 1:10 gradient. Members noted the necessity and urgency of the work. The bid for the project would be going to Corporate Priorities Board to seek funding for the works.

The Committee wished to thank Officers from the London Borough of Camden for their support in managing the encroachment of aggregate on the Public Highway.

##### **Peggy Jay Centre and Outdoor Play Centre**

It was reported that the play equipment at the Centre needed updating and several items have had to be taken out of use. A feasibility study would be conducted on new equipment; the focus would be on learning-based and natural play.

##### **The Hive**

It was reported that the learning space at the Lido was inadequate for the needs of the Learning Team. It was proposed that two underutilised changing rooms at the Hive be converted to classrooms, and the building upgraded at the same time. A Member asked that the design reflect the character and history of the building.

**RESOLVED** - That the Committee support and agree the proposed capital projects.

#### **8. KENWOOD YARD - DESIGN FOR HARD STANDING AND SURFACE WATER DRAINAGE IMPROVEMENTS**

The Committee received a report of the Superintendent of Hampstead Heath outlining the design for hard standing and surface water drainage improvements at Kenwood Yard. It was reported that the current surface presented a hazard to the many staff who were based at the Yard and did not allow for efficient water drainage. A new asphalt and reinforced concrete surface would be installed, strong enough to cope with the large skip vehicles required to come on site. The City's framework contractor had given an initial quote, and the project would now go out for tender. Members acknowledged the need for the work to take place.

**RESOLVED** – That the Committee acknowledge and support the proposed works to Kenwood Yard.

9. **PONDS PROJECT LANDSCAPE PROGRESS REPORT**

The Committee received a report of the Superintendent of Hampstead Heath updating them on the final stages of the Ponds Project. It was anticipated that better weather in the spring will allow the aquatic planting, marginal planting and wildflower meadows to establish. A petition of 5097 signatures was still being promoted, to prevent public access to the island at Model Boating Pond. The Superintendent would investigate the various options, including dividing the island, and present them to the meeting of the Consultative Committee in March.

The Director of Open Spaces reported that the project would be used as an example of best practice at an upcoming meeting of the Summit Group.

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

10. **REVIEW OF EVENTS PROGRAMME 2016 AND PROVISIONAL EVENTS PROGRAMME 2017**

The Committee considered a report of the Superintendent of Hampstead Heath updating them on the 2016 events programme and presenting the proposed 2017 programme. Members discussed the mission statement for the events programme, which currently stated that events should promote health and wellbeing. It was felt the statement should reflect modern preferences for events and determine why events should be held on the Heath. The statement could then be used for publicity purposes.

Members further discussed the future of the Fairs on the Heath, their long history and how they could be adapted to be more attractive to Heath users. Regular meetings were held with the Showmen's Guild to discuss the issue.

In response to a query from a Member, it was confirmed that the 2017 events diary would be launched at the Easter Fair.

**RESOLVED** – That the proposed 2017 Events Programme be approved.

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

There were no questions.

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

There was no other business.

13. **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.

14. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting held on 21 November be approved as an accurate record.

15. **NON PUBLIC APPENDIX TO ITEM 12**

The Committee received the non-public appendix to Item 15 detailing the income from the 2016 events programme and the draft predicted income from the 2017 season.

**RECEIVED**

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

There were no non-public questions.

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

There was no non-public urgent business.

**The meeting ended at 3:15pm**

-----  
Chairman

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



## Hampstead Heath Sports Advisory Forum

Parliament Hill meeting room

6<sup>th</sup> February 2017, 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
Richard Priestly	RP	Highgate Harriers
Natasha Cendrowicz	NC	Highgate Harriers
Eleanor Kennedy	EK	Parliament Hill Lido Users Group
David Bedford	DB	Representing Heath Users
John Carrier	JC	Camden CCG
Virginia Rounding	VR	Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee

### In attendance:

Brian Presley	BP	Parliament Hill Bowls Club
Derek Mennell	DM	Parliament Hill Bowls Club
Katrina Weinstein	KW	Hampstead Heath Croquet
Rick Weinstein	RW	Hampstead Heath Croquet

### Officers:

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

ITEM		ACTION
1.	<b>Apologies</b>	
	Richard Gentry, David Walton, Katrina Dostalova, Jeff Gooding, Jacki Reason.	
2.	<b>Minutes of the previous meeting (19 September 2016)</b>	
	RS Fees & Charges BW confirmed that these had been approved by the Hampstead Heath, Highgate Wood and Queens Park Management Committee. NC raised a query about the effectiveness of the Sauna honesty charge. PM will look into this and report back to the next Sports forum meeting on the 22 <sup>nd</sup> May.	PM
3.	<b>Bowls and Croquet Clubs – update on KPI's</b>	
	<u>Parliament Hill Bowls Club:</u> Clubs are in their 3 <sup>rd</sup> year of a 5 year lease. Membership has increased over the last year from 19 to 22 members. The Club are trialling a more casual dress code to try and encourage new members to join. They are using Facebook, Twitter and a new website to promote the Club and attract new members. The Club have also	

	<p>approached local schools to offer free sessions. 12 schools have registered interest however unfortunately due to the Coach undergoing surgery these sessions had to be put on hold until this season.</p> <p>DG is there opportunity for the Bowls Club to work with Highgate Harriers or Hampstead Rugby Club? GN can talk to the Bowls Club about arranging a session at the Track to follow a Harriers training session.</p> <p><u>Hampstead Heath Croquet Club:</u> KW over the season the Club have offered open sessions and free coaching. They have advertised in the local newspapers and have also used social media to promote the Club, and are currently redesigning their website. Current membership numbers are 25 at Parliament Hill, 10 at Golders Hill Park. The Club has lost a member, but 3 people have expressed interest in joining. The Club has not offered taster sessions at local schools to date. Both Clubs had been involved in the annual Give it a Go! Festival on Parliament Hill fields and Golders Hill Park</p> <p>RS has the Clubs relationship improved? Representatives of both Clubs confirmed it had. DG confirmed that COL Officers had observed that the relationship had improved.</p> <p>RS commented that increasing membership is key to both clubs long term success.</p> <p>The Bowls and Croquet Clubs will work with the Highgate Harriers and Hampstead Rugby Club to co-ordinate and offer Bowls/Croquet sessions at the Track following regular training sessions.</p>	<p><b>GN</b></p> <p><b>KW/ DM GN/ST</b></p>
<p><b>4.</b></p>	<p><b>Sports Programme update - Review of key findings</b></p>	
	<p><u>Sports Programme and Project Board</u> DG to circulate a summary of summer and winter users.</p> <p>DG general feedback – customers were happy with the facility and staff, but less happy with the general booking systems and general standard of cleanliness in aging buildings.</p> <p>Each Division in the Opens Spaces Department will complete an action plan following the Consultation Exercise and thank people who contribute to its findings. The summary report will be put on the City of London website.</p> <p>Following this, the Board will revert to a Steering Group and focus on advising on Departmental policies on Fees &amp; Charges / Concessions / Tennis Coaching / on-line booking / standardise licence arrangements.</p> <p>The Steering Group will report annually on how each Division is delivering the Sports and Physical Activity Framework.</p>	<p><b>DG</b></p>
<p><b>5.</b></p>	<p><b>Parliament Hill Lido Café</b></p>	
	<p>BW Digital Heroes stopped trading in October 2016. A short term lease (up to 1 year) to cover the 2017 summer season has been agreed by the Management Committee. An engagement and consultation process has been undertaken with Lido and Heath users to inform the lease, and BW has worked with the Café Working Party to develop Service Standards and Performance Indicators.</p>	

6.	<b>Parliament Hill Track</b>	
	<p><u>Clubs usage report:</u> There followed a short discussion around the work COL is undertaking with Hampstead Rugby Club, Highgate Harriers, Mornington Chasers, Serpentine and London Heathside in relation to partnership working and usage data collection at the PH Track. Following a feedback session with the clubs an updated report will be issued.</p> <p>This report will set out how a hybrid of option 6B could be implemented, and will set out a formula for pricing (supported by the data the COL and Clubs are collecting). The Clubs have been supportive of the initiative and have worked collaboratively with COL to find a way forward.</p> <p>There followed a short discussion regarding usage data and how the Clubs could support and encourage their members to register their usage of the facility (e.g. via means of a swipe card upon entry).</p> <p>Updates will be sent to the Sports Advisory Forum regarding progress of the partnership agreement.</p> <p><u>Programmed works update:</u> GN Highgate Harriers next big meeting -15 April 2017. DG is awaiting a full report on the collapsed drainage before works can commence on site.</p> <p>Estimated date for track repairs is 27 February – 13 March 2017 followed by a deep clean and line remarking. The facility should be fully open for 14 April, however a 'plan B' should be put in place should any issues arise. GN will look into alternative venues for the meeting on 15 April 2017.</p>	<p><b>BW</b></p> <p><b>GN</b></p>
7.	<b>Tennis</b>	
	<p><u>Update:</u> PM The Great British Tennis Weekend will be held again in 2017 and will link in with 'Give it a Go! Festival to be held on 16<sup>th</sup> July. Staff have been proactive with assisting members of the public in using the new ClubSpark online booking system. COL is currently looking for a tennis coach for GHP, to help grow the court usage in-line with Parliament Hill.</p> <p><u>Tennis Regulations:</u> RG will report back at the next meeting.</p>	<p><b>PM</b></p>
8.	<b>Update</b>	
	<p><u>Christmas Day Swim:</u> PM 2 Men's races, 1 Ladies' race and 1 Lifebuoys race were held. More spectators viewed from the pond banks, which helped to reduce overcrowding at the facility over 200 spectators viewed the Races and the event was filmed by ITN.</p> <p><u>Glyn Roberts:</u> PM stated that the death of Glyn Roberts was a tragic loss of a much loved figure. He will continue to be sorely missed. There followed a discussion about fundraising, PM will meet local swim reps to discuss ahead of the next meeting of the Swimming Forum on 6 March.</p> <p><u>South of England Cross Country Championships:</u> GN stated that Highgate Harriers had a very good South of England Championships the Men had won individual Men's gold as well as the Team men's event this was complemented by the Ladies winning the silver medal for the team event.</p>	<p><b>PM/EK/MH</b></p>

	<p>PM the Tanza Road path has been cordoned off and the woodchip placed on paths removed. NC very lucky with the weather (no mud) and there was not the usual conflict with dog walkers this year. PM received 1 complaint in relation to the PA system, but this can be addressed for next year. BW will report to the Consultative Committee on the progress with restoration following the event.</p> <p><u>Cross Country Health Extension Pilot:</u> DG a licence has been issued and signed, and the course agreed. DG will confirm details with ST to inform what time Rugby matches can KO on that day.</p>	<b>DG/ST</b>
<b>9.</b>	<b>Update on Ponds Project</b>	
	BW waiting until spring to start removing fences. The Community Working Group will meet for a walk in Spring 2017. An Options Appraisal Report on the Model Boating Pond Island will be taken to March Hampstead Heath Consultative Committee, following a petition concerning the protection of swans.	
10.	Any Other Business	
	<p>GN Highgate Harriers Night of the 10,000M PB, will be held on 20 May 2017. GN is hoping to add a women's development race to the proceedings, to encourage women who do not meet the 'standard' to take place. Several celebrity guests have been confirmed.</p> <p>DG PH Track café – H&amp;S concerns have been raised around the Rugby Club usage (smoke detectors being covered). DG to meet with ST to discuss a formal agreement for use of the café facility by the Club.</p> <p>NC queried how Angling on the Heath is controlled. BW confirmed the Constabulary patrol and check the permits of fishermen on site. Permits to fish on Hampstead Heath are free of charge to those with valid EA Licences. The Hampstead Heath Angling Society disbanded last year.</p>	<b>DG/ST</b>
<b>11.</b>	<b>Date of the next meetings</b>	
	<ul style="list-style-type: none"> <li>• 22 May 2017, 6.30pm</li> <li>• 11 September 2017, 6.30pm</li> </ul>	





## Heath Hands Summary Report February 2017

Heath Hands was formed in 1999 to, among other things, help preserve and enhance the special character of Hampstead Heath and the Kenwood Estate. Our volunteers support City of London Corporation and English Heritage staff in conservation, learning, ecology and public event activities.

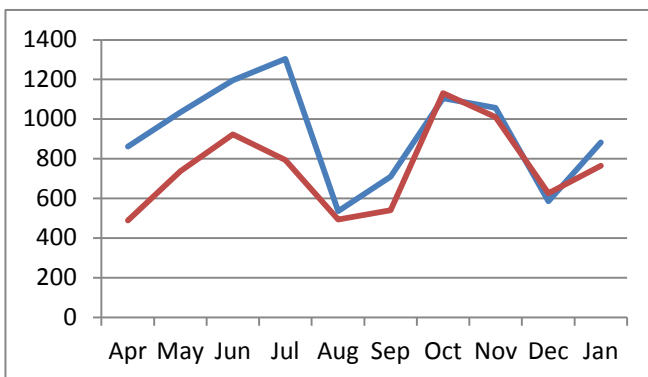
### Highlights of 2017

- Special General Meeting held in February 2017 and vote passed to initiate process to become a charitable incorporated organisation (CIO)
- Partnership agreement, including arrangements for the secondment of employee, signed with CoL in October 2016
- adopted a policy for appropriate use of our financial reserves
- applied for a CoL central grant to launch an outreach project to encourage underrepresented groups to become involved in recreation and volunteering on the Heath
- August 2016 the charity reached 100,000 hours of volunteering since our founding. The milestone was marked with a celebration at Kenwood with volunteers (new and old), friends, CoL and EH staff and local dignitaries
- largest ever monthly volunteering contribution in July with over 1300 hours achieved
- volunteer led conservation sessions at Whitestone Garden and Old Orchard Garden (formerly Ecofield) launched
- annual membership survey completed to inform decision making and update diversity and wellbeing records

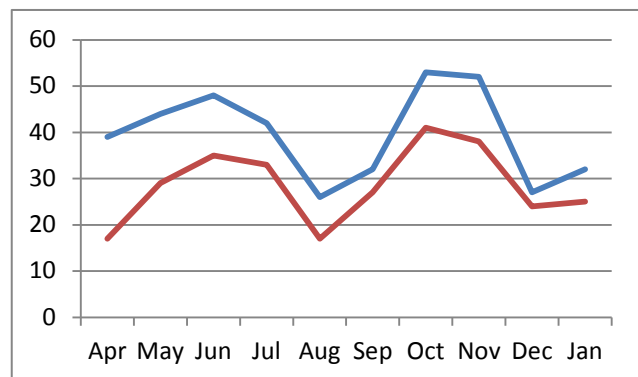
### Volunteer Activity (from April 2016 until end January 2017)

- A total of 9272 hours have been contributed by volunteers in all roles compared to 7509 over same period in 2015/16
- A total of 395 volunteer sessions have been run across all sites compared to 286 over same period in 2015/16

Graph 1: Monthly volunteering contribution 2016/17 in blue, 2015/16 in red



Graph 2: Monthly volunteer sessions delivered 2016/17 in blue, 2015/16 in red





## Membership Activity

-Membership is 201 (increased from 190 in April 2016) with 77% (increased from 72% in April 2016) being active volunteers (attending monthly) as of February 2017

-76 new volunteers have joined in 2016/17 with 72% continuing for more than 3 months

Fig 1. Membership roles (%)

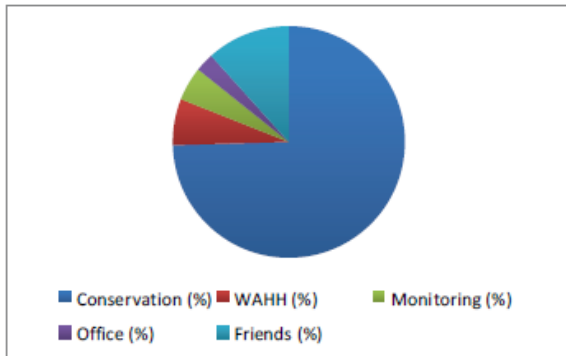


Fig 2. Membership Activity

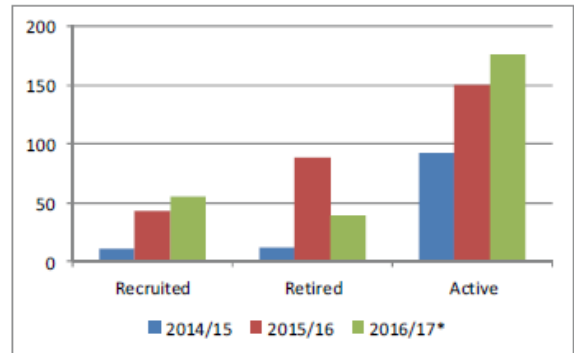


Fig 3. Members from BAME vs. White backgrounds (target 36%)

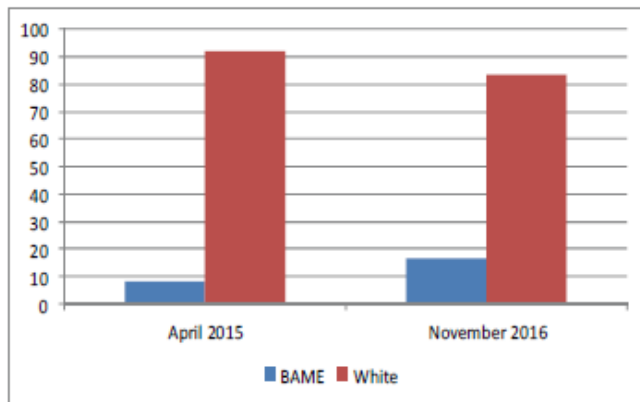
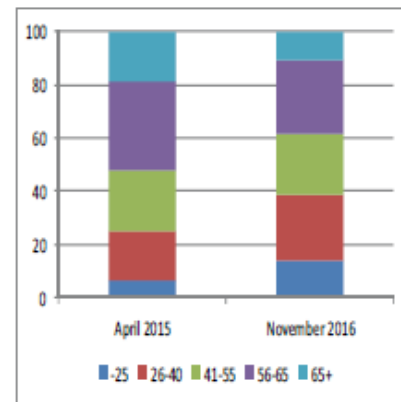


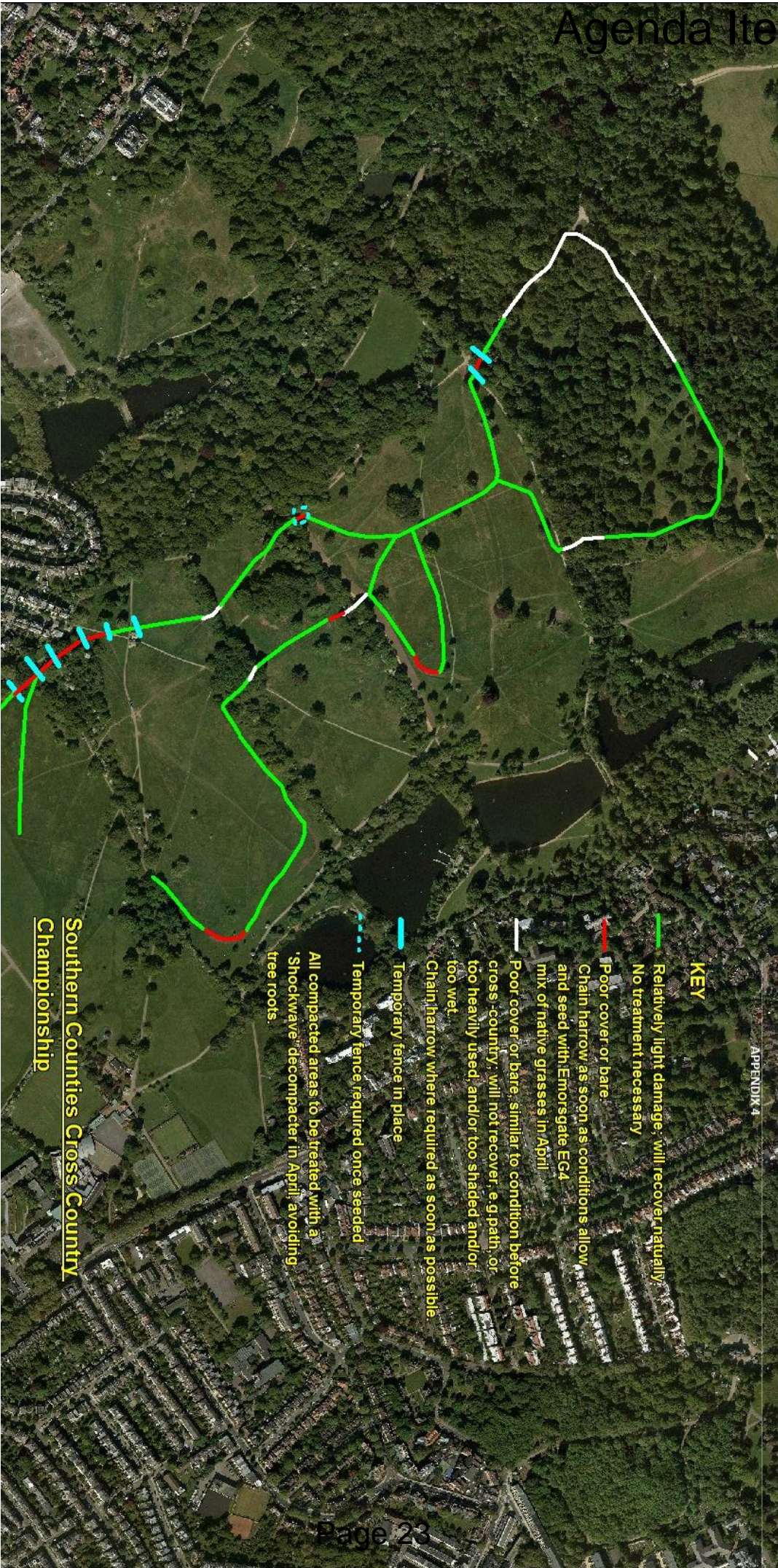
Fig 4. Age Structure (%)



## Upcoming Highlights

- initiate the formal process to become a CIO
- publish Heath Hands Strategic Plan (to 31<sup>st</sup> March 2020) in April 2017
- launch of Friends of Heath Hands group, allowing wider public to support our volunteering activities
- surpass annual total of 10,000 hours of volunteering activity for first time





**KEY**

- Relatively light damage; will recover naturally. No treatment necessary.
  - Poor cover or bare. Chain harrow as soon as conditions allow and seed with Emorsgate EG4 mix of native grasses in April.
  - Poor cover or bare; similar to condition before cross-country; will not recover, e.g. path, or too heavily used, and/or too shaded and/or too wet. Chain harrow where required as soon as possible.
  - Temporary fence in place.
  - - - Temporary fence required once seeded.
- All compacted areas to be treated with a 'Shockwave' decompactor in April, avoiding tree roots.

Southern Counties Cross-Country Championship



This page is intentionally left blank

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee	130317
<b>Subject:</b> Hampstead Heath Cafés Lease Options Appraisal	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Bob Warnock & Richard Gentry	

## Summary

An engagement and consultation exercise has now been completed and total of 2,414 questionnaires were completed. It was found that the cafés are valued as community hubs and that the cost and quality of food, along with the atmosphere, are the most important factors valued by the public.

The Superintendent has been working with the Café Working Party to develop Service Standards and Performance Indicators based on the findings of the engagement and consultation exercise. The Superintendent is minded to recommend that the City of London Corporation negotiate new three year leases with the current incumbents at the Parliament Hill and the Golders Hill Park Cafés. This would maintain service continuity and would give the incumbents the opportunity to demonstrate their fulfilment of the Service Standards and Performance Indicators.

## Recommendations

It is recommended that:

- The Hampstead Heath Consultative Committee notes the outcomes of the public engagement and consultation undertaken and the role of the Café Working Party.
- The Hampstead Heath Consultative Committee give their views on the Superintendent’s proposed option regarding jointly monitoring performance, as detailed in paragraph 7.
- The Hampstead Heath Consultative Committee discusses the draft Service Standards and Performance Indicators, as detailed in para 10.
- The Hampstead Heath Consultative Committee give their views on the Superintendent’s proposed option regarding the leases, as detailed in para15.
- The views of Hampstead Heath Consultative Committee will be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee in May 2017.

## **Main Report**

### **Background**

1. This report considers the outcomes of the public engagement and consultation exercise and proposes a way ahead for the cafés at Parliament Hill and Golders Hill Park. A separate paper will be prepared in respect of the cafés at Highgate Wood and Queen's Park. A recommendation on the provision of a pop up facility at the Lido has been made to the Hampstead Heath, Highgate Wood & Queen's Park Committee ("the Management Committee") at their meeting on 30 January 2017. It was agreed that Members support the appointment of a provider for the Lido Café, on a lease or licence basis, for summer 2017, with the option to extend the arrangement until 12 January 2018.
2. Five cafés were retendered in early 2016. The Management Committee voted to award leases on 14 March 2016. A petition was then delivered to the Open Spaces Department and Benugo's Head Office. The petition was titled: "Save family run Parliament (sic) Hill Cafe from large corporate catering chain takeover". On 7 April, Benugo withdrew their bid for the three leases at Parliament Hill, Golders Hill Park and Highgate Wood.
3. The Café Working Party was subsequently established in July 2016 in order to guide a public engagement and consultation exercise on the cafés. The Café Working Party has met six times to date and the membership comprises of:
  - Superintendent of Hampstead Heath as Chairman
  - Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee or their representative
  - Two Members of the Hampstead Heath Consultative Committee or their representatives
  - A Member of the Highgate Wood Joint Consultative Committee or their representative
  - Up to five Members of the Café Campaign Team (formerly the lead petitioners)
  - Constabulary and Queen's Park Manager
  - Hampstead Heath Business Manager
4. Currently Parliament Hill Café and Golders Hill Park Café are leased until January 2018.

### **Context**

5. Hampstead Heath and Highgate Wood & Queen's Park Kilburn are registered charities for which the City of London Corporation is the trustee. The purposes of both charities involves the preservation of open space for the recreation of the public. The Management Committee manages Hampstead Heath, Highgate Wood and Queen's Park on behalf of the City of London Corporation and must take decisions in the best interests of those charities. The provision of café facilities provides income which contributes to the maintenance of the open spaces, and the cafés must be let on the best terms that can reasonably be obtained for the charities in order to comply with the duties of the trustee. However, the cafés are also fundamentally part of the experience provided to

users and the Management Committee may consider the wider social and environmental benefits that they bring to the open spaces.

## **Proposed approach**

### Performance Indicators

6. Following the engagement and consultation exercise, in consultation with the Café Working Party, it was suggested that Service Standards and Performance Indicators based on the outcomes of the engagement and consultation exercise be developed. Setting these indicators out clearly will assist the leaseholders to understand what they are being asked to provide and will help to monitor the cafés performance. It is good practice to monitor and measure performance to know that the City of London is receiving a service which meets the needs of its users and Departmental/Divisional objectives.
7. Therefore, the Superintendent proposes to continue a dialogue and future engagement with the Café Working Party. A smaller number of representatives of this group would be invited to assist with the evaluation of the refreshment providers at Parliament Hill and Golders Hill Park Cafés, to help the City of London to monitor and measure performance.
8. The Café Working Party participated in a workshop at their sixth meeting on 8 February 2017. The purpose of this was to begin a process to develop the Service Standards and Performance Indicators.
9. The workshop involved a number of different exercises. Members of the Café Working Party were asked to consider the lease transaction between the City of London, the café operator and the users/members of the public. Following this Members were asked to consider what success looked like and what the critical success factors might be for each of the three groups (the City of London, the café operator and the users/members of the public). Following these exercises keywords were then captured from discussion to inform the development of the draft Performance Indicators. The draft Performance Indicators are outlined in Appendix 2.
10. The Superintendent is proposing that Members of this Committee consider the draft Service Standards and Performance Indicators. The Superintendent will then convey these views to the Café Working Party to assist them in developing the final version for consideration by the Management Committee on 15 May 2017.

### Leases

11. The Superintendent has found the café engagement and consultation exercise extremely useful and the report (appendix 1) highlights the aspects of the current offer that visitors most value – such as the community focused atmosphere and the friendly staff, along with the improvements they would wish to see such as providing higher quality food at a reasonable price and a higher standard of building maintenance. Reflecting the petition in March last year, however, a number of café users were not supportive of any change. This

message needs to be considered alongside the responses of those who would support changes to the services offered by the cafés.

12. The Superintendent therefore is minded to recommend negotiating three year leases with the current incumbents using the Service Standards and Performance Indicators prepared following the engagement and consultation exercise. Such an approach would allow existing leaseholders the opportunity to demonstrate their fulfilment of the Service Standards and Performance Indicators.

#### Advantages

- Supports the findings of the public engagement and consultation exercise (appendix 1).
- Preserves the qualities of the existing café offers.
- Enables the current incumbents to demonstrate how they will meet the Service Standards and Performance Indicators.
- Opportunity to test the Performance Indicator approach.
- Provides service continuity.
- Less financial impact on the current providers, when compared to cost of submitting a tender.
- Certainty for the current café providers.

#### Disadvantages

- No market testing impacts upon the City of London Corporation's ability to ensure best value and the delivery of service outcomes (Service Standards and Performance Indicators) – the Management Committee would need to weigh their more limited information on potential social, environmental and economic outcomes against short term certainty and lack of disruption.
- Limited ability to ensure that the Business Plan for each café is sustainable.
- Limited investment opportunity.
- No business opportunity for other potential providers.
- There is a risk that there could be a failure to agree terms with the current leaseholders.

#### Café Working Party Views

13. The Café Working Party had suggested that the City of London Corporation consider options for granting longer leases. The Superintendent has taken advice from the Comptroller and City Solicitor and City Surveyor on this matter, and it is thought to be inadvisable. It is not currently possible to let the cafés at Highgate Wood or Queen's Park for more than three years, due to statutory restrictions, and the cafés at Hampstead Heath have also historically been let for a maximum of three years. There are benefits in keeping all of the cafés on the same cycle, particularly when powers for longer leases will (it is hoped) be granted by the Open Spaces Bill in due course.
14. The Campaign Team, specifically, suggested that should the current providers meet or exceed the agreed Service Standards and Performance Indicators, they should be offered the opportunity to lease the properties for a further three years, or a longer period, without the need to go through a tender process. The



Superintendent suggested that this approach would delay an opportunity in the future to offer longer leases which are critical to securing capital investment in the facilities. Also, this suggested approach may not meet with the City of London's responsibilities under its charitable status. It is questionable whether the suggested format of a 3+3 year lease would provide sufficient certainty to the leaseholders over a long enough period of time to allow the leaseholders to make significant capital investment. It would therefore not be an option that Superintendent could recommend to the Management Committee, acting on behalf of the charitable trustee.

#### Proposed Option

15. Having considered the views of the Café Working Party, the Superintendent now seeks the views of the Consultative Committee on the proposed approach, which is to negotiate three year leases commencing January 2018, with the current incumbents at the Parliament Hill and Golders Hill Park Cafés.

#### **Risks**

16. The Management Committee would need to be confident that the best interests of the charities are being served notwithstanding the risk of lower investment in the facilities for a further period and possible issues around perceived lack of transparency.
17. It is felt that these issues can be managed and are outweighed by the benefits of trialling the Performance Indicator approach and giving the incumbents an opportunity to demonstrate how they meet them. In terms of investment in the facilities, if the Open Spaces Bill is passed into law, the City of London Corporation will be able to grant longer leases with the potential for more capital investment in the café facilities to provide enhanced service outcomes for the future.

#### **Conclusion**

18. The engagement and consultation exercise which has been undertaken has provided valuable information about the public's views on the cafés. The cafés are valued as community hubs and food cost, quality, and atmosphere are seen as the most important factors. The Superintendent will continue to work with the Café Working Party to finalise the draft Service Standards and Performance Indicators. The Superintendent recommends that three year leases are negotiated with the current incumbents commencing January 2018. This would allow the current leaseholders to demonstrate how they would fulfil the Service Standards and Performance indicators and this would provide service continuity.

#### **Appendices**

- Appendix 1 – Hampstead Heath Café Engagement Report
- Appendix 2 – DRAFT Performance Indicators

#### **Background Papers**

- Notes from Café Working Party meetings 1- 6.

**Bob Warnock**

Superintendent of Hampstead Heath

T: 020 7332 3322

E: [bob.warnock@cityoflondon.gov.uk](mailto:bob.warnock@cityoflondon.gov.uk)

**Richard G Gentry**

Constabulary and Queen's Park Manager

T: 020 7332 3322

E: [richard.gentry@cityoflondon.gov.uk](mailto:richard.gentry@cityoflondon.gov.uk)

# HAMPSTEAD HEATH CAFÉ ENGAGEMENT REPORT

**PROJECT TITLE: A1758 Hampstead Heath Café Engagement**  
**Client: City of London**

Version	Date	Version Details	Prepared by	Checked by	Approved by Principal
V1.2	12.12.2016	Final draft	Margarida Oliveira	Jon Sheaff	Richard Gentry

# Contents

Executive Summary	4
1.0 Introduction	5
2.0 Background information and context	6
3.0 Methodology	7
3.1 On-line questionnaire	7
3.2 On-site interviews and engagement work	8
3.3 Tour of north London park cafés	8
3.4 Discussion workshop	8
4.0 Summary of findings	9
4.1 Preserving the qualities of the existing café offers	9
4.2 The cafés need to provide good quality food at affordable prices	9
4.3 Cafés as community hubs	9
5.0 Conclusions and recommendations	11
Appendices	13
A.1 Online questionnaire, paper copy	14
A.2 Hampstead Heath Cafés Consultation Questionnaire Results	19
A.3 On-site interviews and engagement work results	34
A.4 Report of stakeholder workshop on 19 November 2016	40
A.5 Questionnaire consultee list	43

# Executive Summary

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

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

**Section 1** of this report sets out this context.

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

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

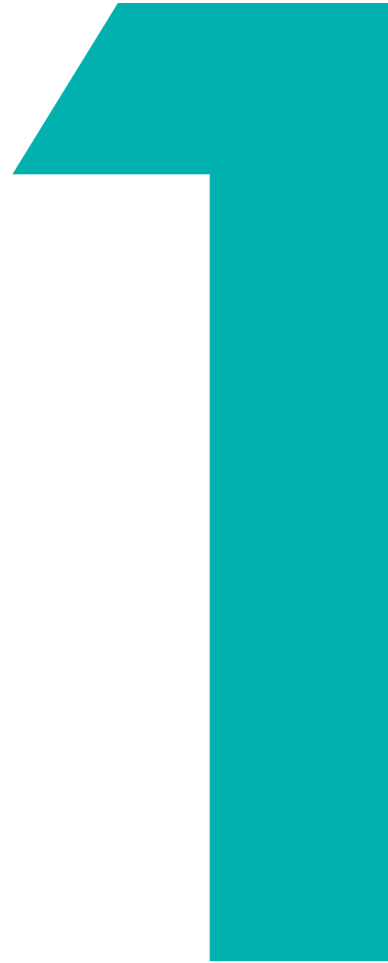
- An on-line questionnaire open for public access for 6 weeks
- On-site interviews and engagement work at all three café facilities
- A tour of three other north London open space cafés to consider alternative approaches to café provision and different governance models
- A discussion workshop to consider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

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

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

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





## INTRODUCTION

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

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



## BACKGROUND INFORMATION AND CONTEXT

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

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

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

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

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

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

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

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

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

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



## METHODOLOGY

# 3

Page 37

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

Key drivers were grouped into three outcome headings:

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

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

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

### 3.1 On-line questionnaire

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

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

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

### 3.2 On-site interviews and engagement work

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

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

Parliament Hill Fields:

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

Golders Hill Park:

- Saturday 15th October: 11.30AM – 2.30PM

Highgate Wood:

- Saturday 22nd October: 11.30AM – 2.30PM

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

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

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

### 3.3 Tour of north London park cafés

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

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

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

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

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

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



### 3.4 Discussion workshop

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

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

The workshop consisted of the following elements:

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





## SUMMARY OF FINDINGS

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

# 4

Page 39

### 4.1 Preserving the qualities of the existing café offers

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

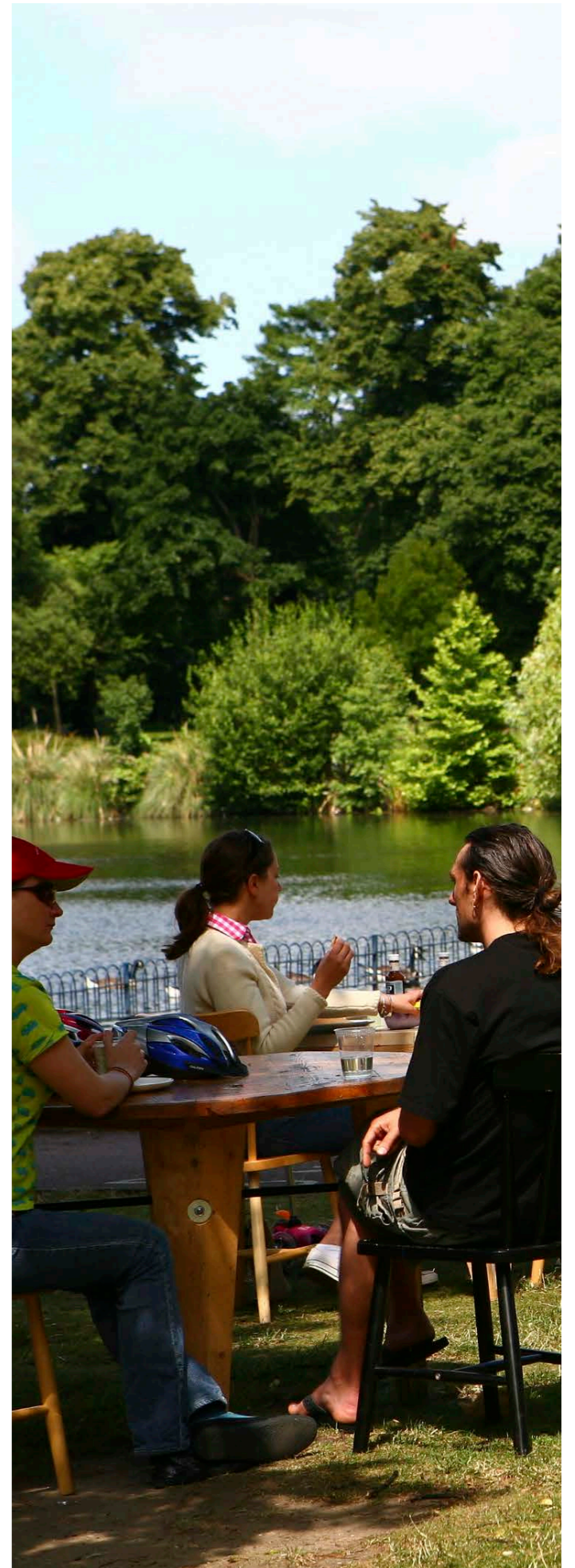
### 4.2 The cafés need to provide good quality food at affordable prices

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

### 4.3 Cafés as community hubs

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







## CONCLUSIONS AND RECOMMENDATIONS

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

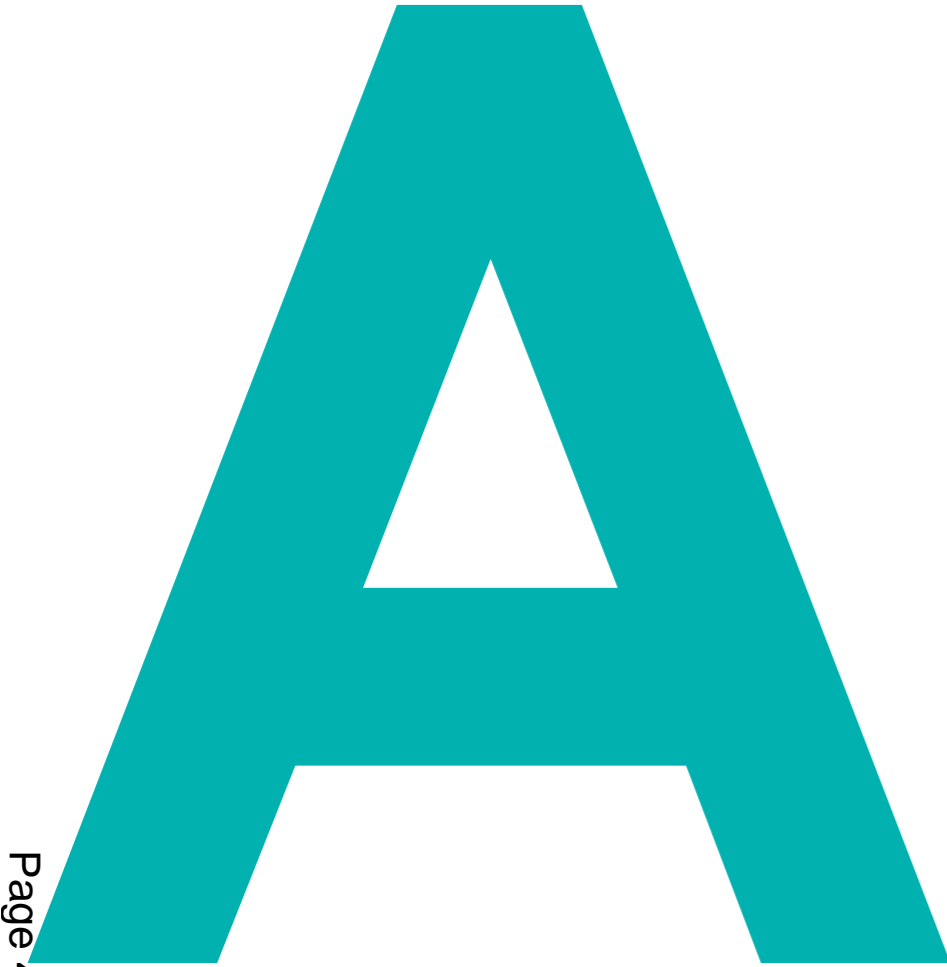
**Recommendation 2: The City of London and café users and stakeholders to work together to agree a set of KPI's for future service standards based on the findings of this engagement study.**

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

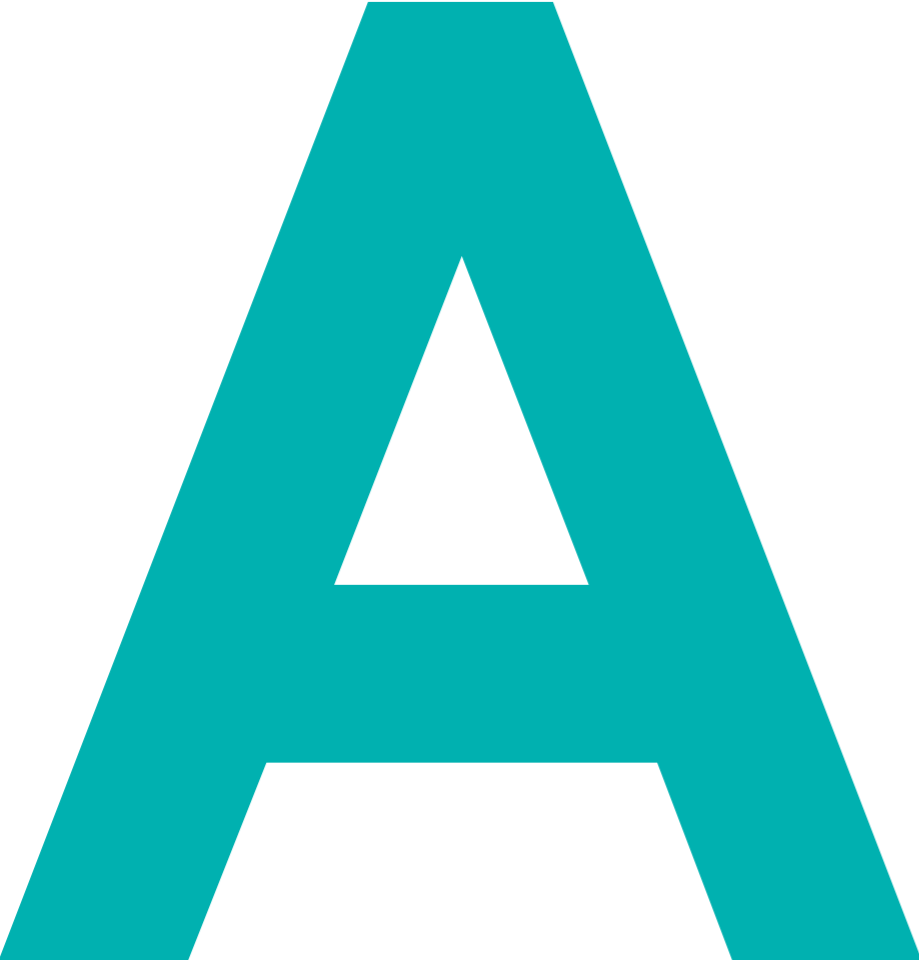
**Recommendation 3: The City of London should support a continuing role for the 'Café Working Party' in scrutinising the performance of café tenants and in considering future approaches to governance, investment and service delivery.**

# APPENDICES

Page 43



**APPENDIX A.1 - Online questionnaire, paper copy**



Page 44



# Hampstead Heath Cafe Consultation Questionnaire



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

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

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

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

Thank you for your participation.

## 1. How often do you visit the following cafés?

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

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

Yes

No

Don't know

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

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

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

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

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

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

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

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

Please select the 2 most important.

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

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

Please select the 3 most important.

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



8. What options would you like to be offered in the cafe?  
Please select the 2 most important.

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

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

Strongly agree    Agree    Neutral    Disagree    Strongly disagree    N/A or Don't know

It is important that the cafe reflects the landscape and identity of the heath, park or wood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be opportunities for local people to be employed and trained in the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should offer catering training to young people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be investment to make the cafe environmentally friendly e.g. energy efficient, recycling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People should be able to use the cafe regularly for group activities or events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should host their own special events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be a low turnover of staff so they can build relationships with regular visitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People judge Parliament Hill Fields, Golders Hill Park and / or Highgate Wood on the quality of the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be individual in style and run in a way that reflects specific, local needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Page 46



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

Strongly agree    Agree    Neutral    Disagree    Strongly disagree    N/A or Don't know

Space for eating and drinking outside is essential.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
At busy times of the year, the cafe should sell food from pop-up stands, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be open early in the mornings i.e. before 9am.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be open in the evening, as late as other parts of the heath, park or wood.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be table service rather than self-service.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ingredients and food should be locally sourced, where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ingredients and food should be fair trade, where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Strongly agree    Agree    Neutral    Disagree    Strongly disagree    N/A or Don't know

The cafe should have plenty of facilities for children and babies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be dedicated baby changing areas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should have facilities for dogs e.g. bowls of drinking water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dogs should be allowed inside the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be free access to WiFi in the cafes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be background music, or similar, played in the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should appeal to and cater for a wide range of visitors.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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



Individual and unique



Quick and efficient



Modern and minimalist



Strong connection to nature



Architecturally distinctive



Traditional

Other



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



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

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

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



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

Please select **one** only.

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

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

Page 48



**Demographics**

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

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

4. What is your ethnic group? Please circle.

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

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

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

# APPENDICES A.2 - Hampstead Heath Cafés Consultation Questionnaire Results



## Introduction

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

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

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

Page 50

## Reasons People Visit Cafés on Hampstead Heath

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

40.1% of people said that the number one reason they visit one of the cafés is for a coffee or tea break.	
coffee / tea break	40.1%
before / after walk	21.0%
for a meal	18.1%
socialise friends / family	9.0%
walking dog	6.4%
playing with children	3.4%
other	1.3%
before / after sport	0.3%
alternative place to work	0.2%
for events or activity	0.1%

Table A.2.1 - Which café do you visit and how often					
	more than once a week	more than once a month	every few months	once a year or less	never
Parliament Hill Fields Café	288	426	496	291	220
Golders Hill Park Café	166	313	469	413	275
Highgate Wood Café	67	153	355	513	505

Table A.2.2	
	From a non-White Ethnic Group
Camden	30%
Haringey	33%
Barnet	29%
Questionnaire Respondents	10.5%

Table A.2.3		
	Aged 45-64 years	Aged 65 years or more
Camden		
Haringey	21%	9%
Barnet		
Questionnaire Respondents	46%	28%

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

30.1% of people said that the number two reason they visit one of the cafés is before or after a walk.	
before / after walk	30.1%
for a meal	25.2%
socialise friends / family	24.0%
coffee / tea break	7.3%
walking dog	5.5%
playing with children	5.1%
for events or activity	1.0%
other	1.0%
before / after sport	0.5%
alternative place to work	0.2%

28.0% of people said that the number three reason they visit one of the cafés is to socialise with friends or family.	
socialise friends / family	28.0%
before / after walk	21.0%
for a meal	17.9%
coffee / tea break	16.0%
playing with children	5.7%
walking dog	4.3%
for events or activity	2.4%
other	2.4%
alternative place to work	1.5%
before / after sport	0.8%

## Most Important Aspect of Cafés

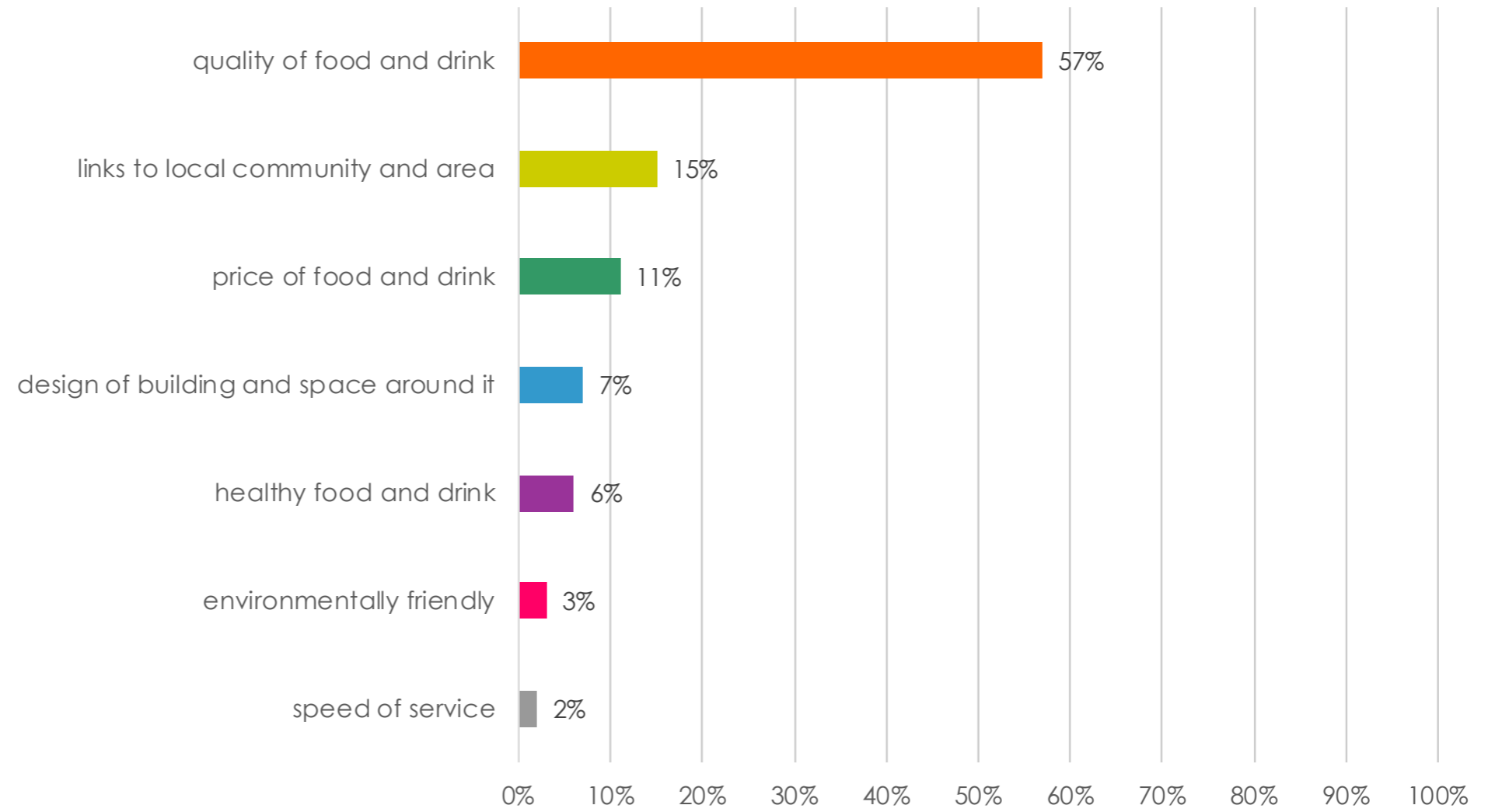
Respondents were given a forced choice question. This is a where a list of options is given, all or many of which are important, and they have to select just one. This gives a clearer indication of what is perceived to be essential in café provision, and what is more of a desirable option than a requirement.

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

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

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

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



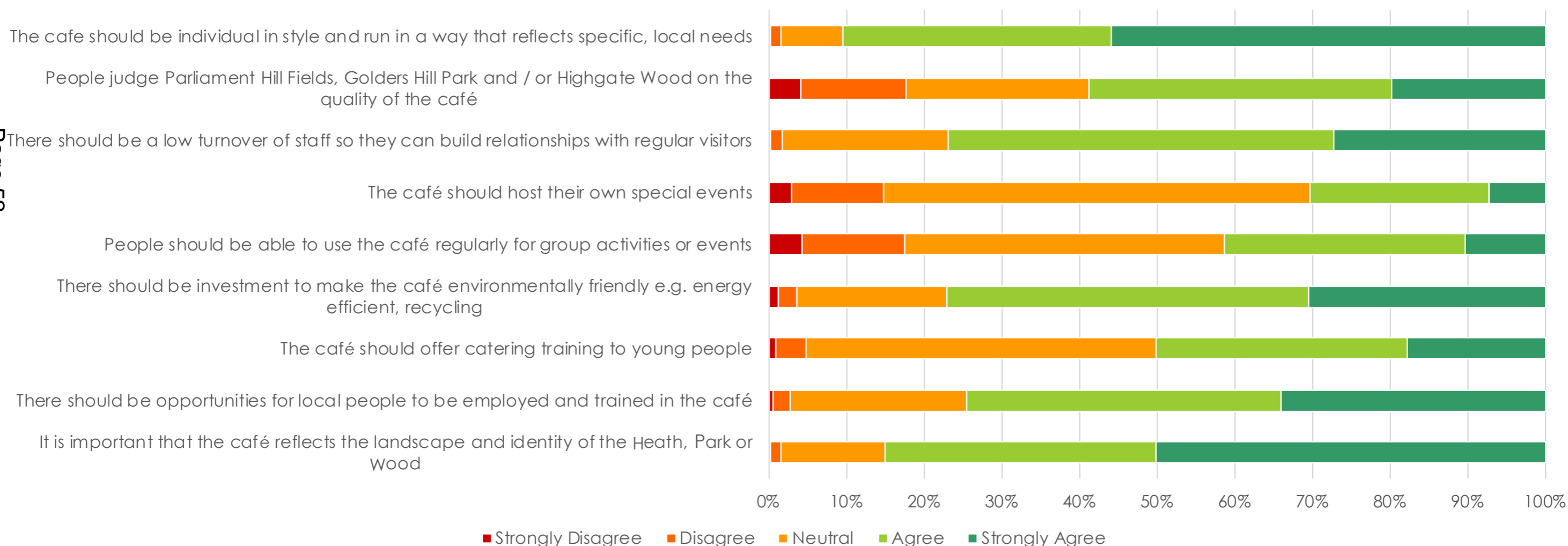
## Operation of Cafés

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

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

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

Page 52





## Food Served in Cafés

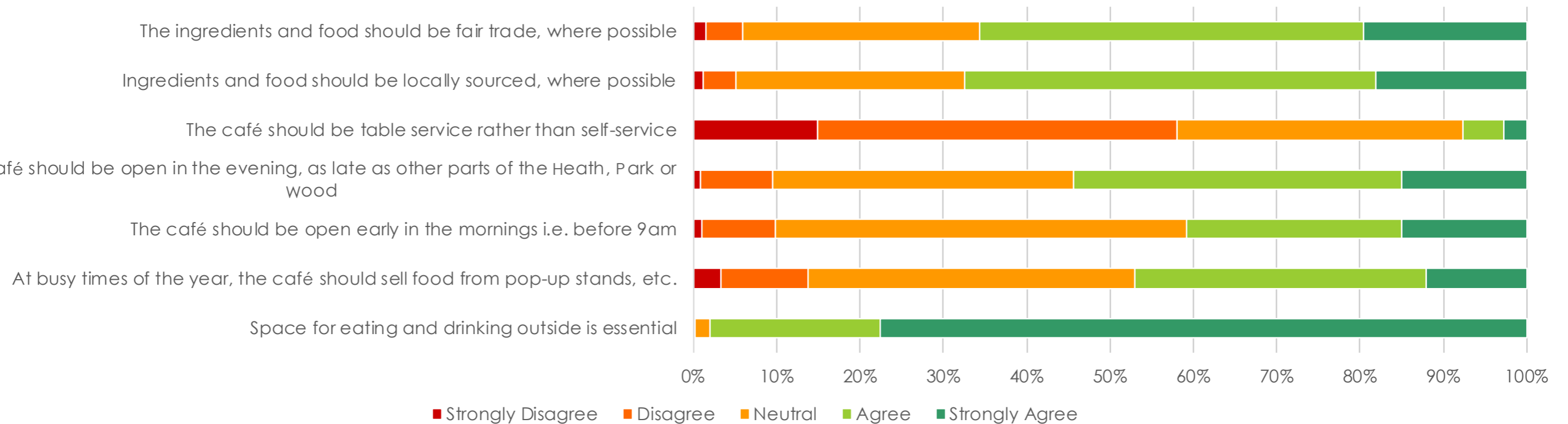
Almost all respondents (98%) felt that it was important to incorporate space outside the cafés for eating and drinking. Other responses and comments revealed that the spaces outside were used for a range of things including people taking their dogs to the café, smokers, people enjoying the fresh air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

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

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

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

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



## Facilities in Cafés

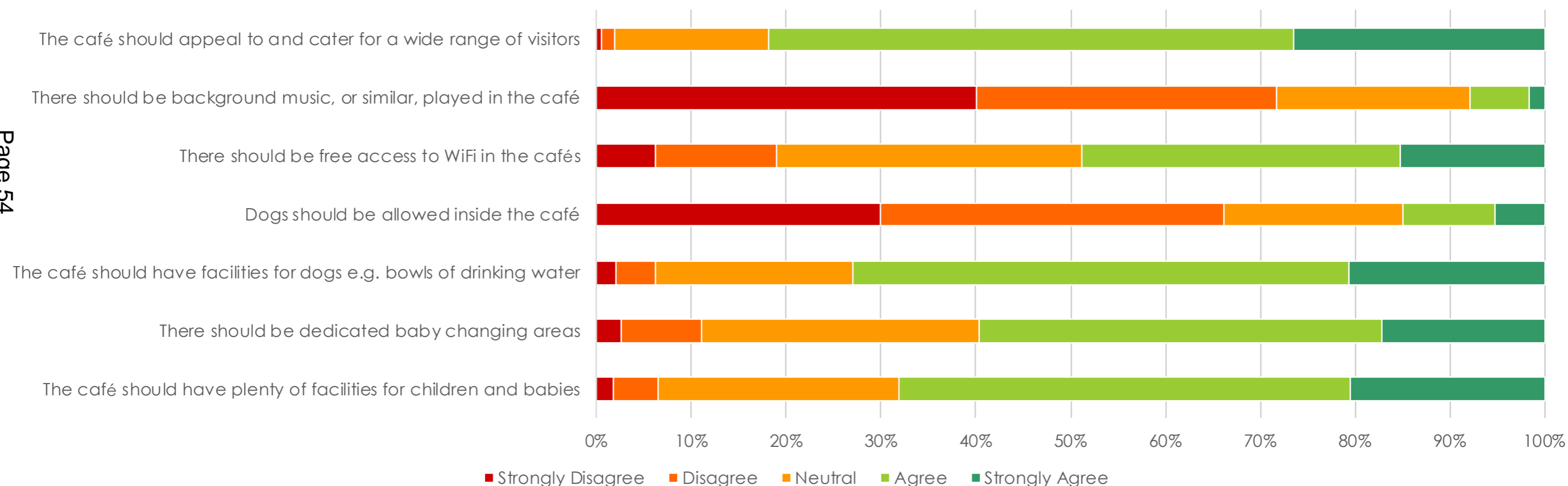
Respondents were in agreement that the café should cater for a wide range of visitors. In their comments, a large number of respondents noted that the current café provision attracted a range of visitors from young to old, and those with families or dog owners. However, greater diversity than this was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

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

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

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

Page 54



## What Drinks Do People Want?

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

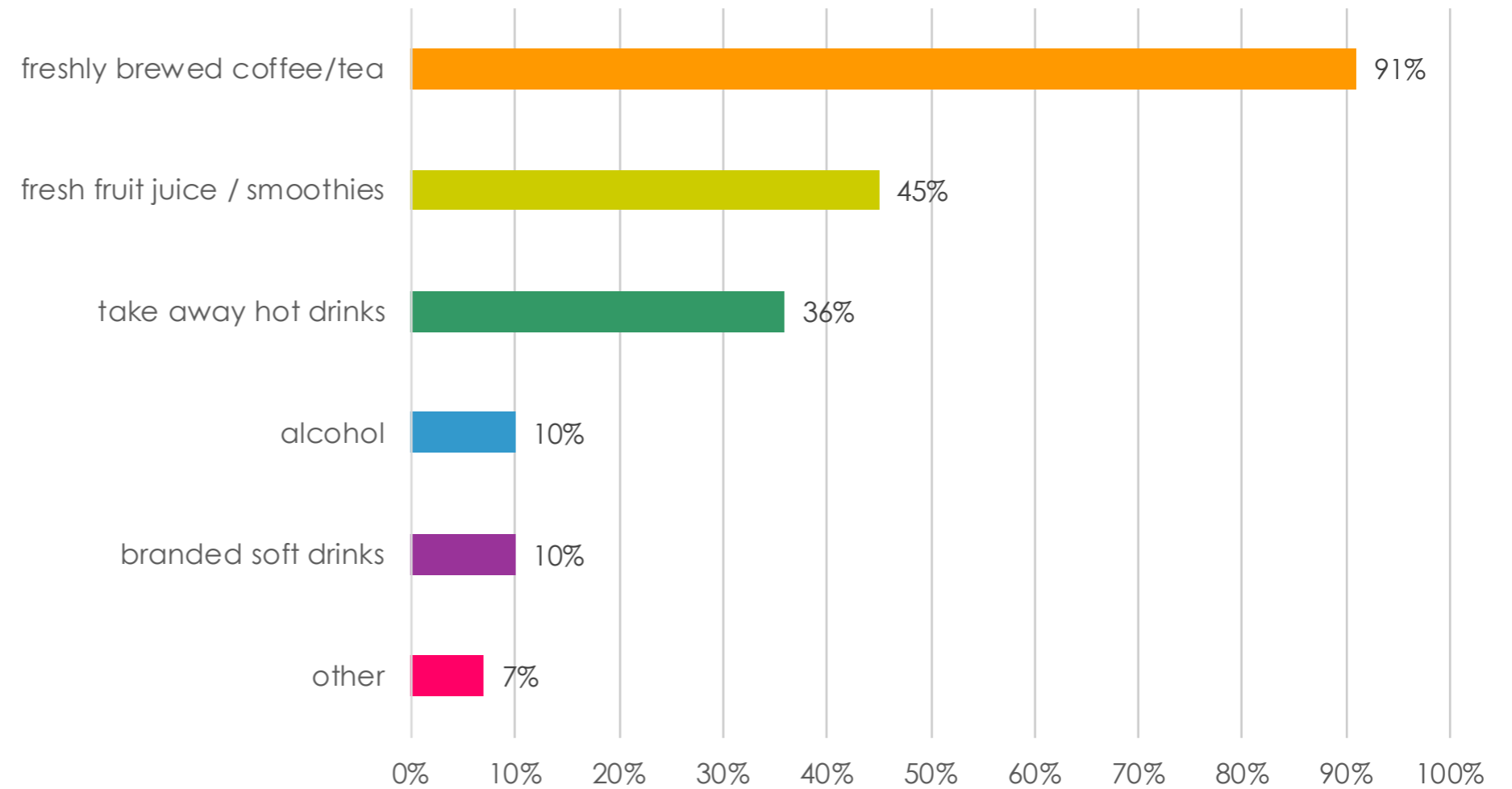
Overwhelmingly, respondents reported that freshly brewed coffee and tea were important to them. In terms of the quality of coffee currently served, many respondents were very positive, but some cited this as something they'd like to change.

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

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

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

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



## What Food Do People Want?

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

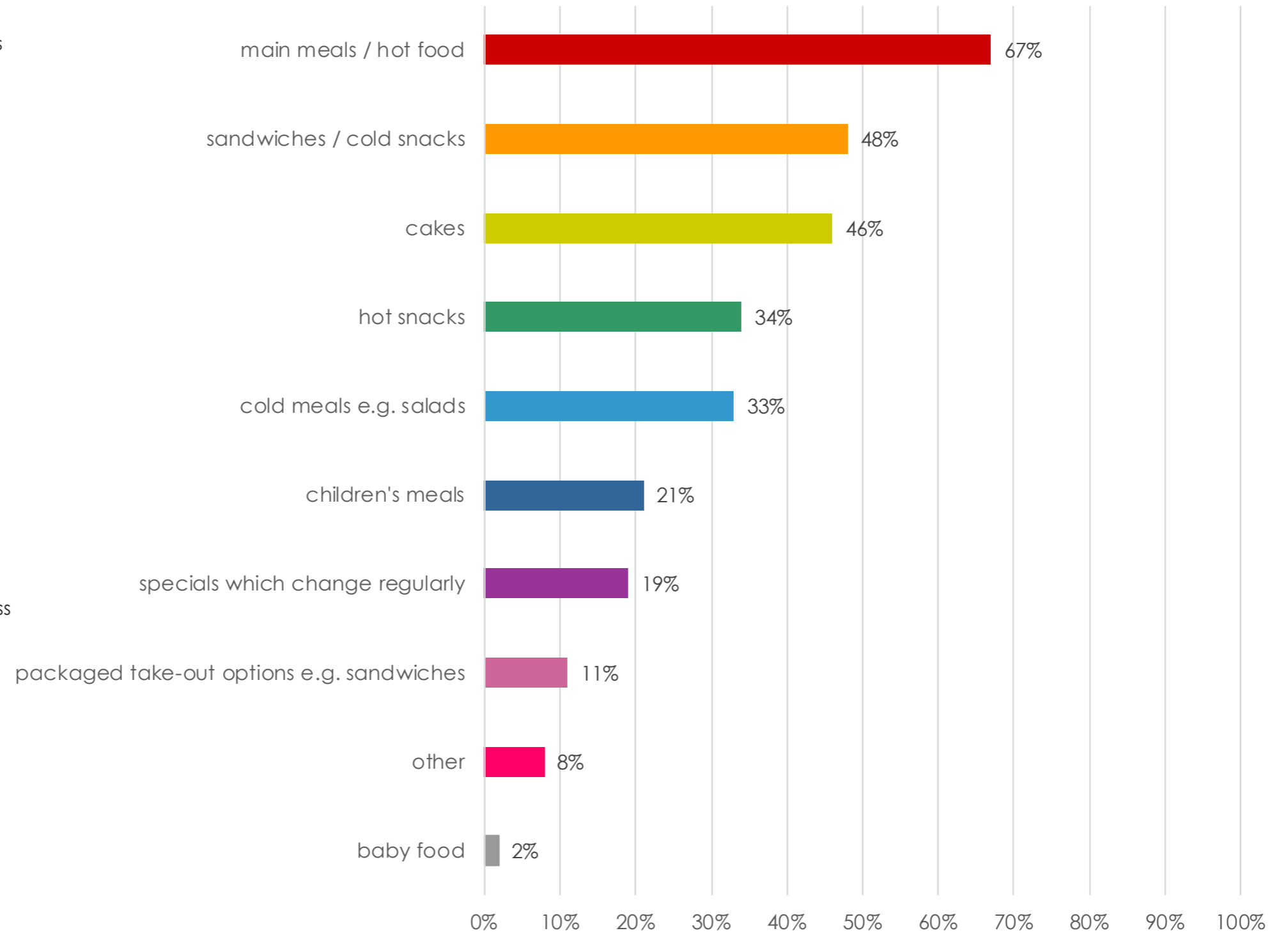
There was not a very clear distinction in relation to food, which suggests that one of the most important things is variety and choice to suit a range of needs.

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

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

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

Page 50  
There were numerous positive comments made in relation to the hot food currently served and it is seen as important that freshly prepared hot food at a reasonable price is offered. There was less satisfaction reported with fresh salads and sandwiches currently offered, and the range of healthier options for children.



## What Other Options Do People Want?

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

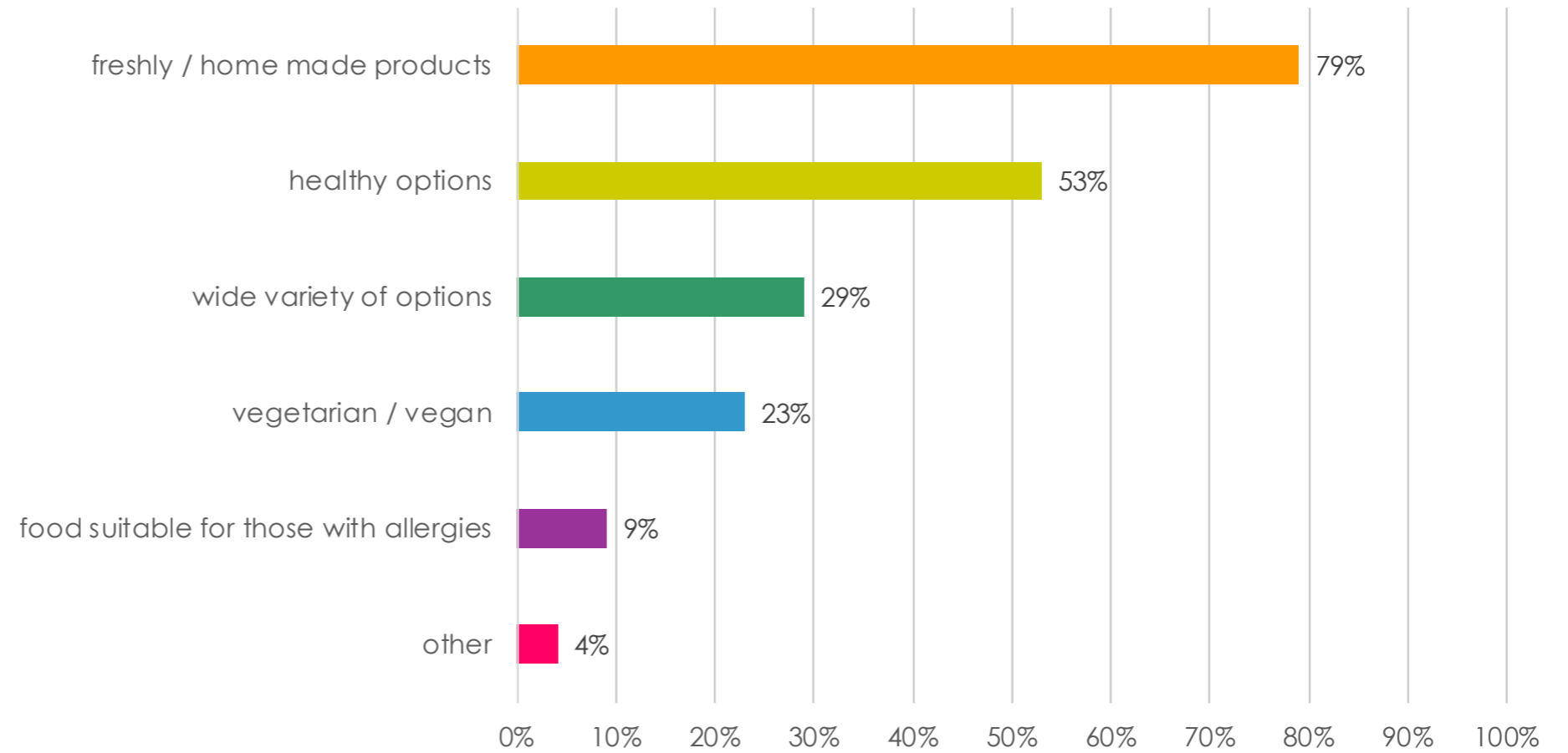
The most important option, cited by over three quarters of respondents, was that freshly made and / or home made food was served. Respondents specified that this included; main meals, freshly made salads, and home made cakes, pastries and ice cream.

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

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

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

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



## Existing Café Provision

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

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

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

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

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

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

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

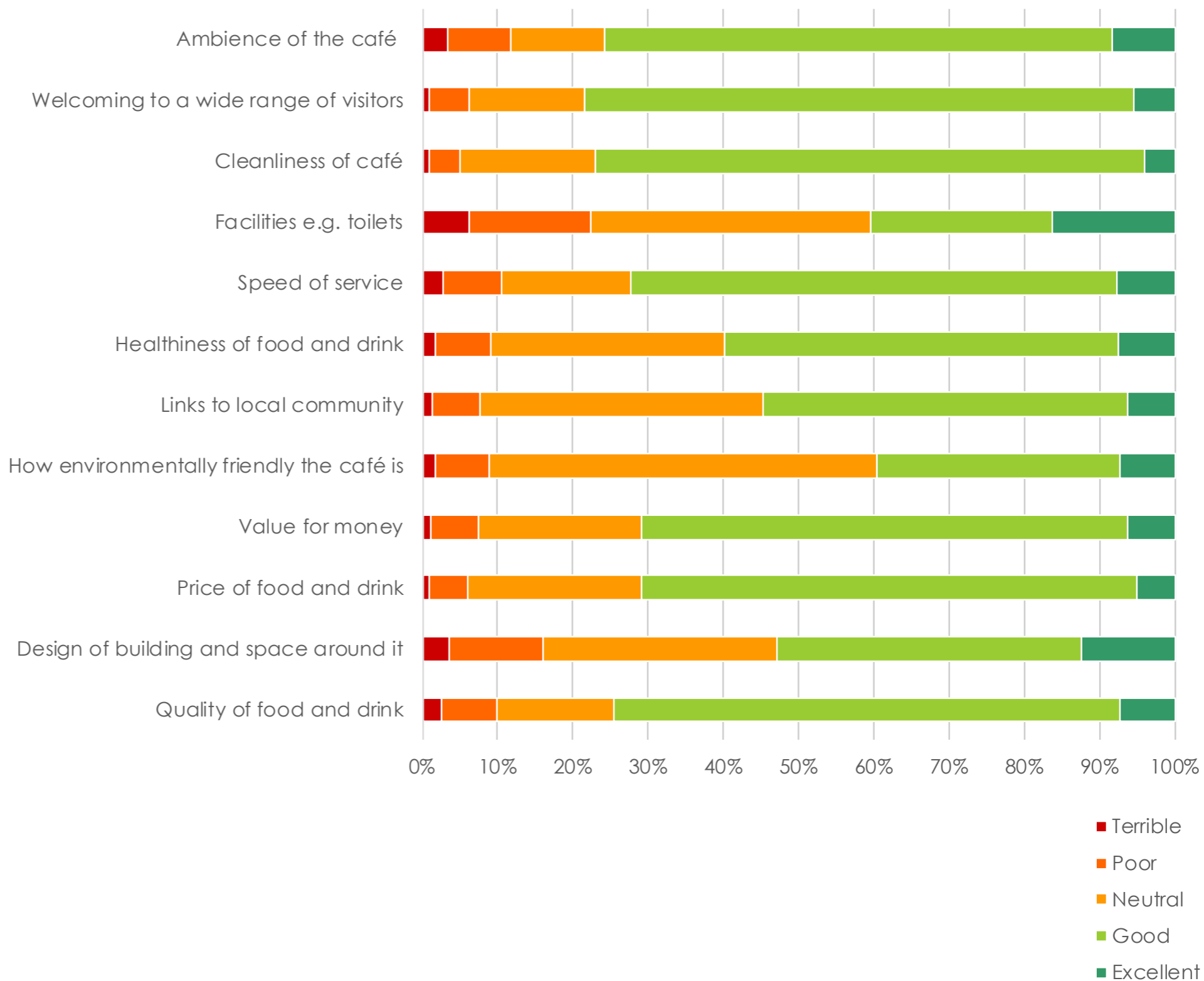
In addition, facilities, especially toilets, were not rated positively by all respondents. Around 60% of the respondents said facilities at Parliament Hill Fields were not good. Over half of respondents reported the same about facilities at Highgate Wood café, and about 45% of respondents said that facilities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

## Existing Café Provision: Parliament Hill Fields

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

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

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



## Existing Café Provision: Golders Hill Park

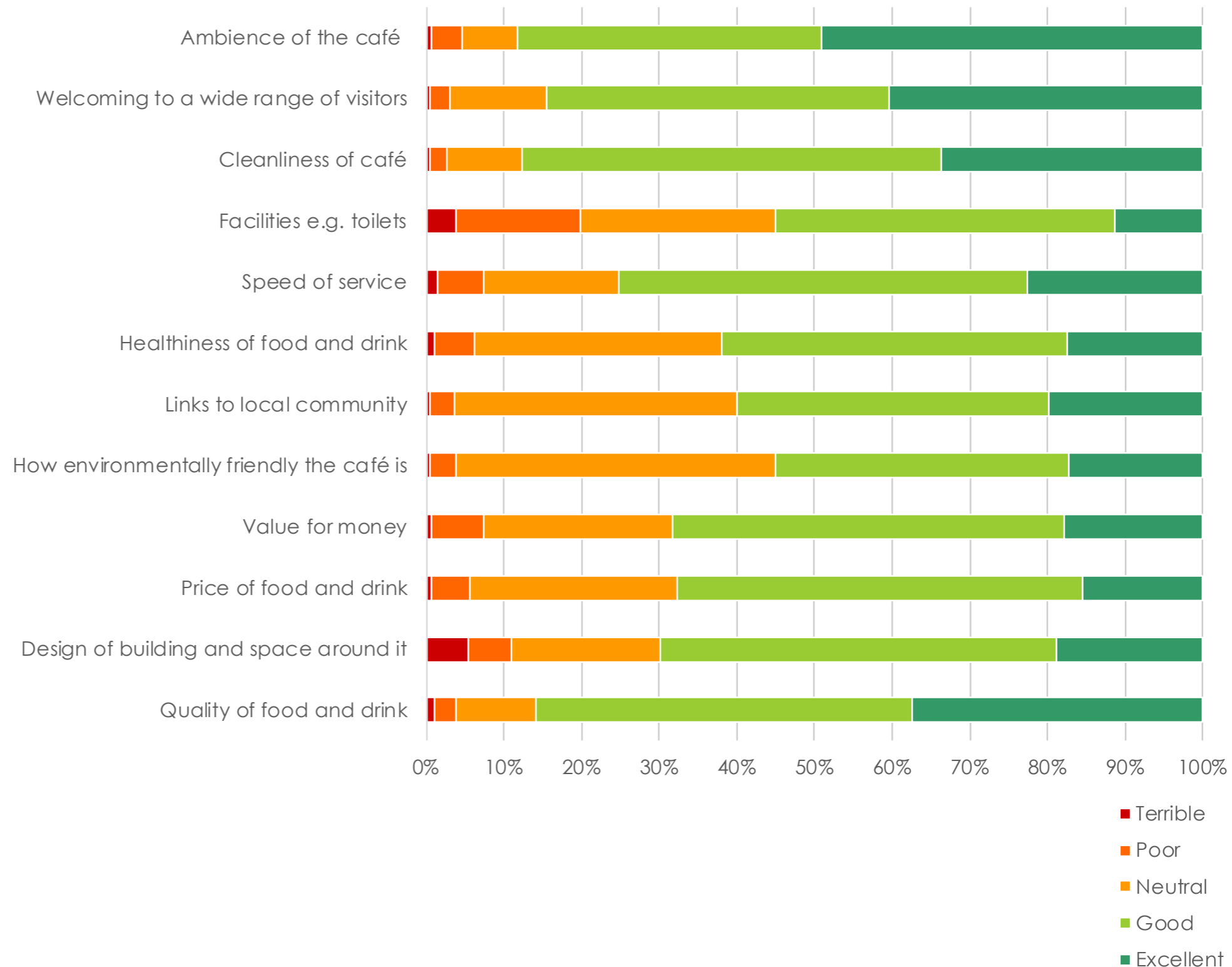
There were no elements of the café with which people expressed overall dissatisfaction. The most negative responses received were in relation to the facilities and design of the building.

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

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

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

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



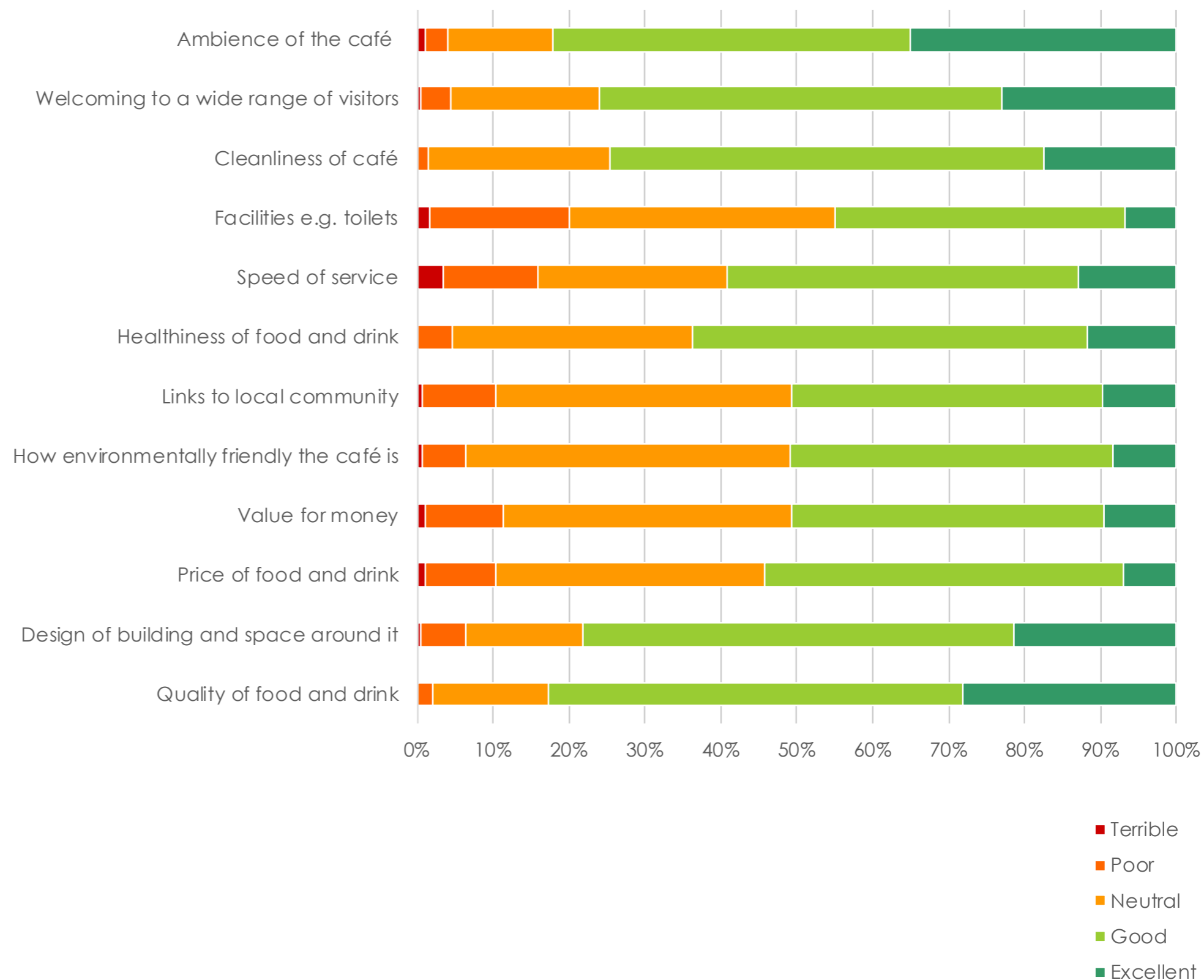


## Existing Café Provision: Highgate Wood

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

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

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



## Design of the Cafés

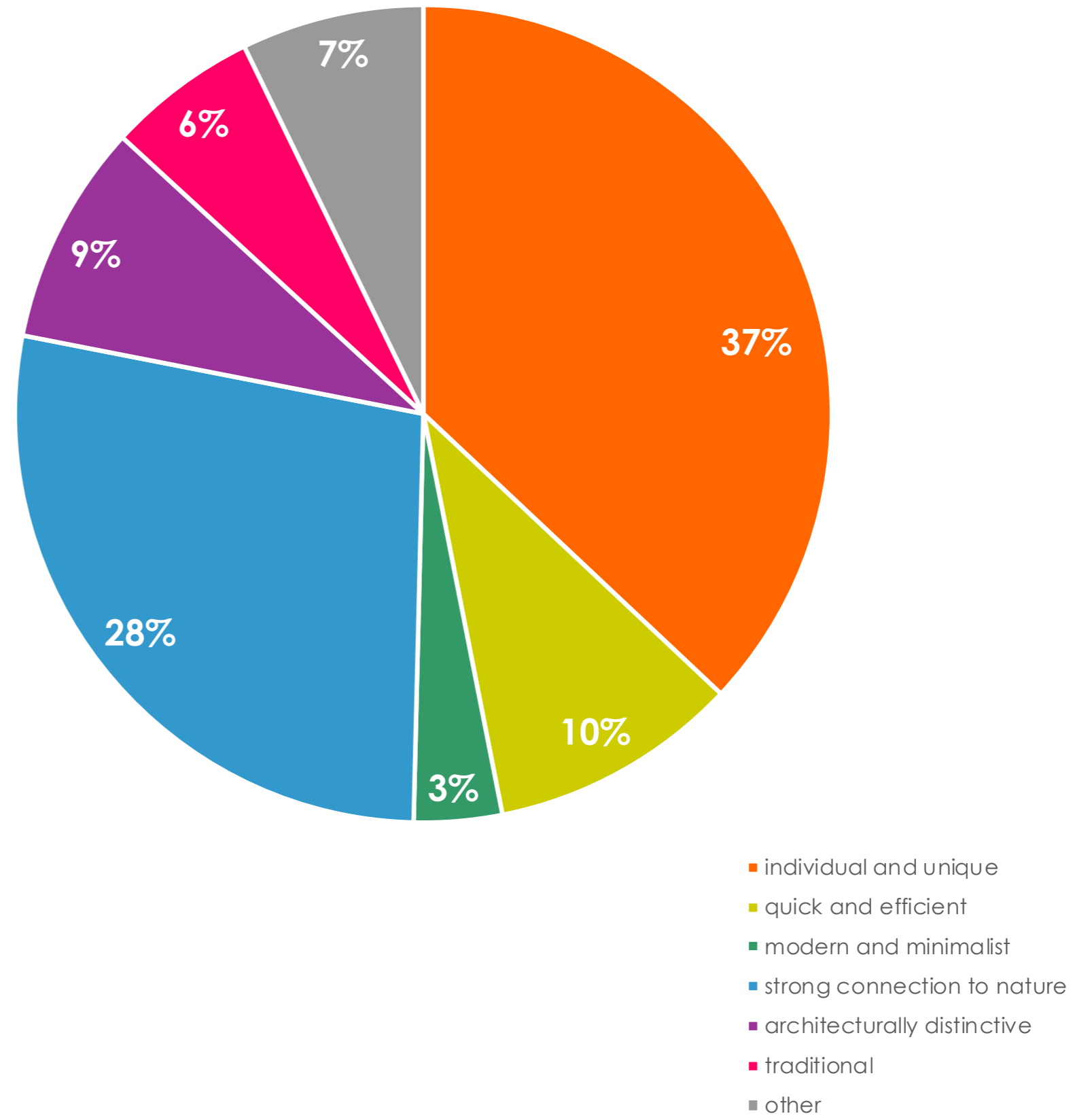
The two main styles which respondents selected for preferred café design were individual and unique, and strong connection to nature.

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

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

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

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



## Conclusions

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

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

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

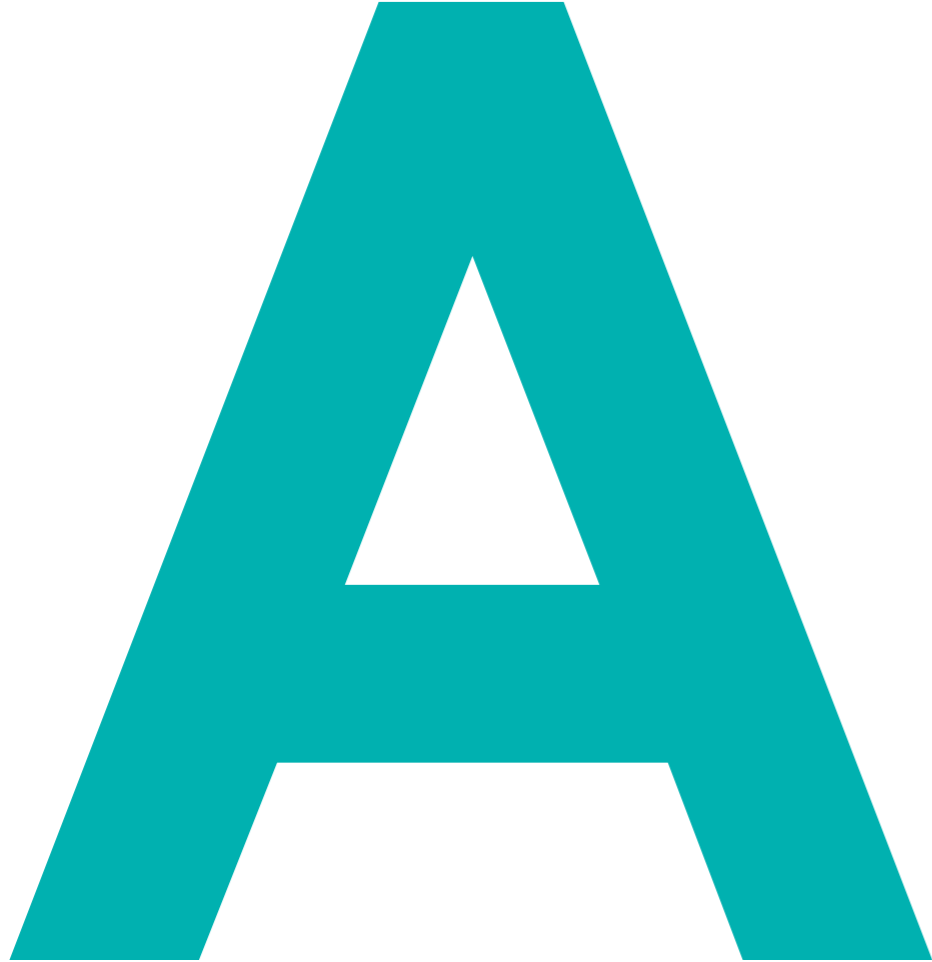
**Community links** – people want to feel that the cafés are part of their community, rather than just operating within it. They want something to be provided over which they feel a sense of ownership, and management who they know personally. They want to feel that they are using a local provision and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

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

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

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

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



# Parliament Hill Consultation Event 2016.09.08



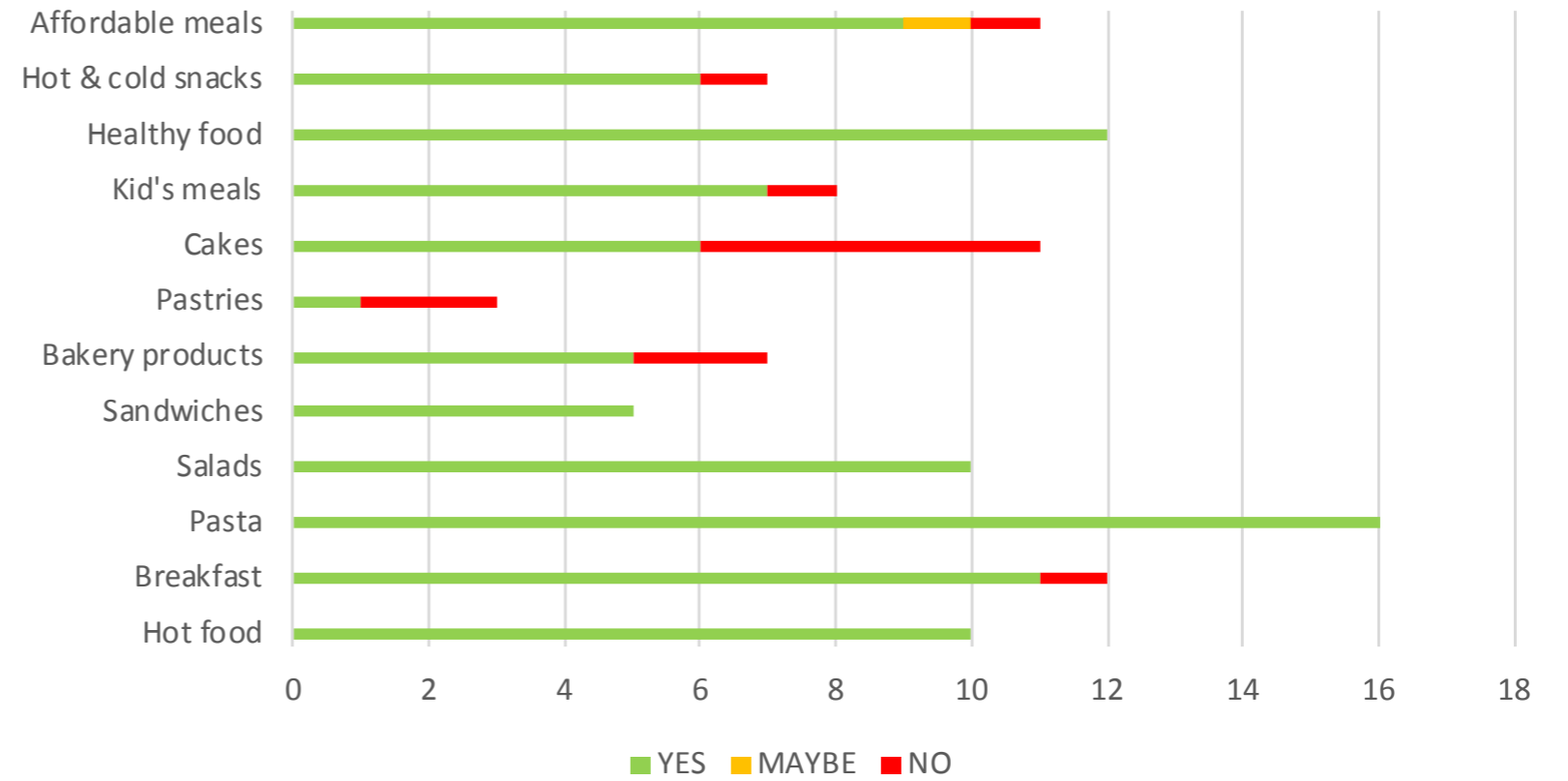
Page 65

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

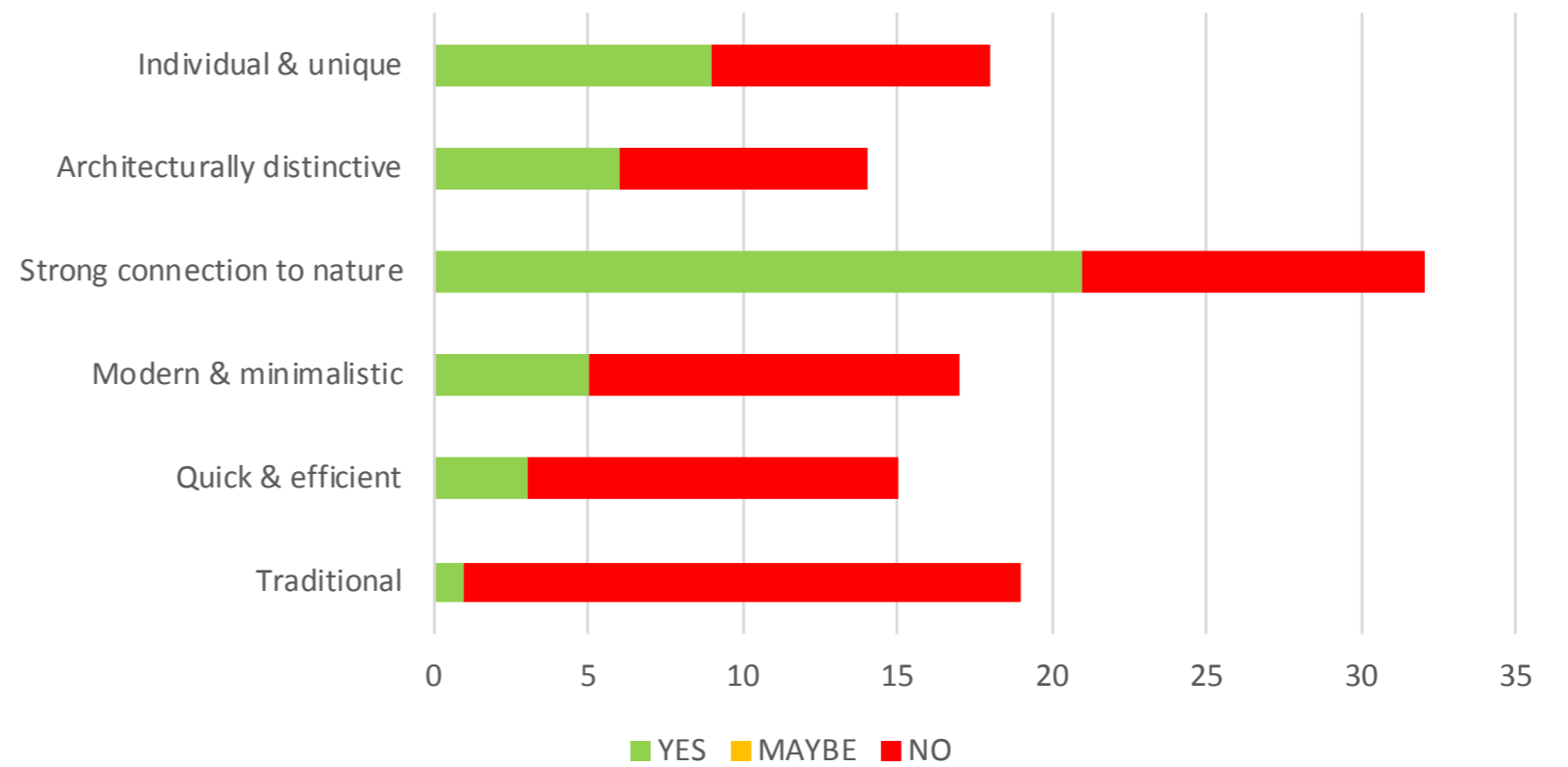


Fig.A.3.2 - Parliament Hill consultation event, on 08.09.16.

## Type of food we like



## Type of café we like





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

Aspirations Negative - no change Positive

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

Page 66



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



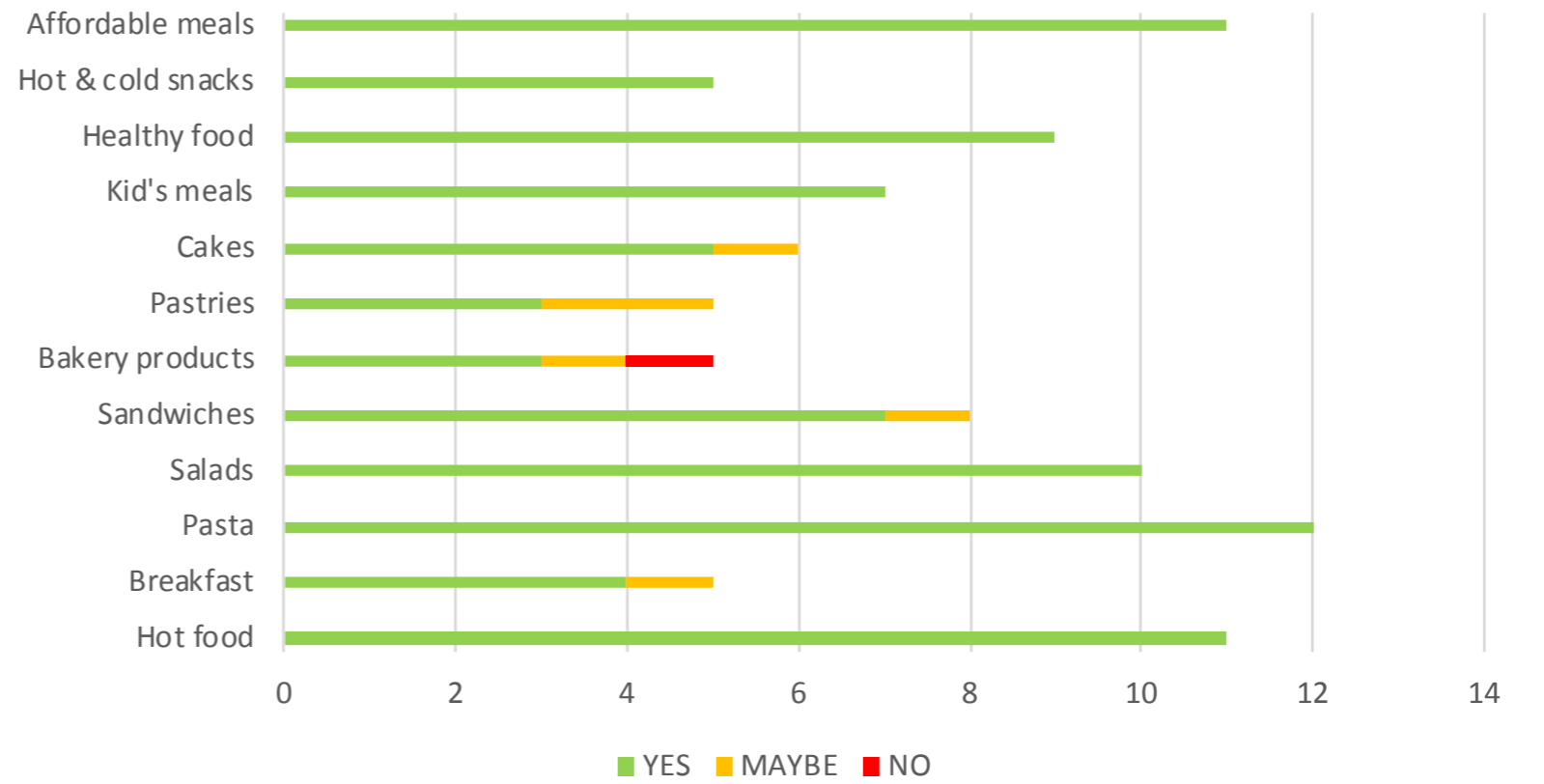
# Golders Hill Consultation Event 15.10.16



Page 67

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

## Type of food we like



## Type of café we like

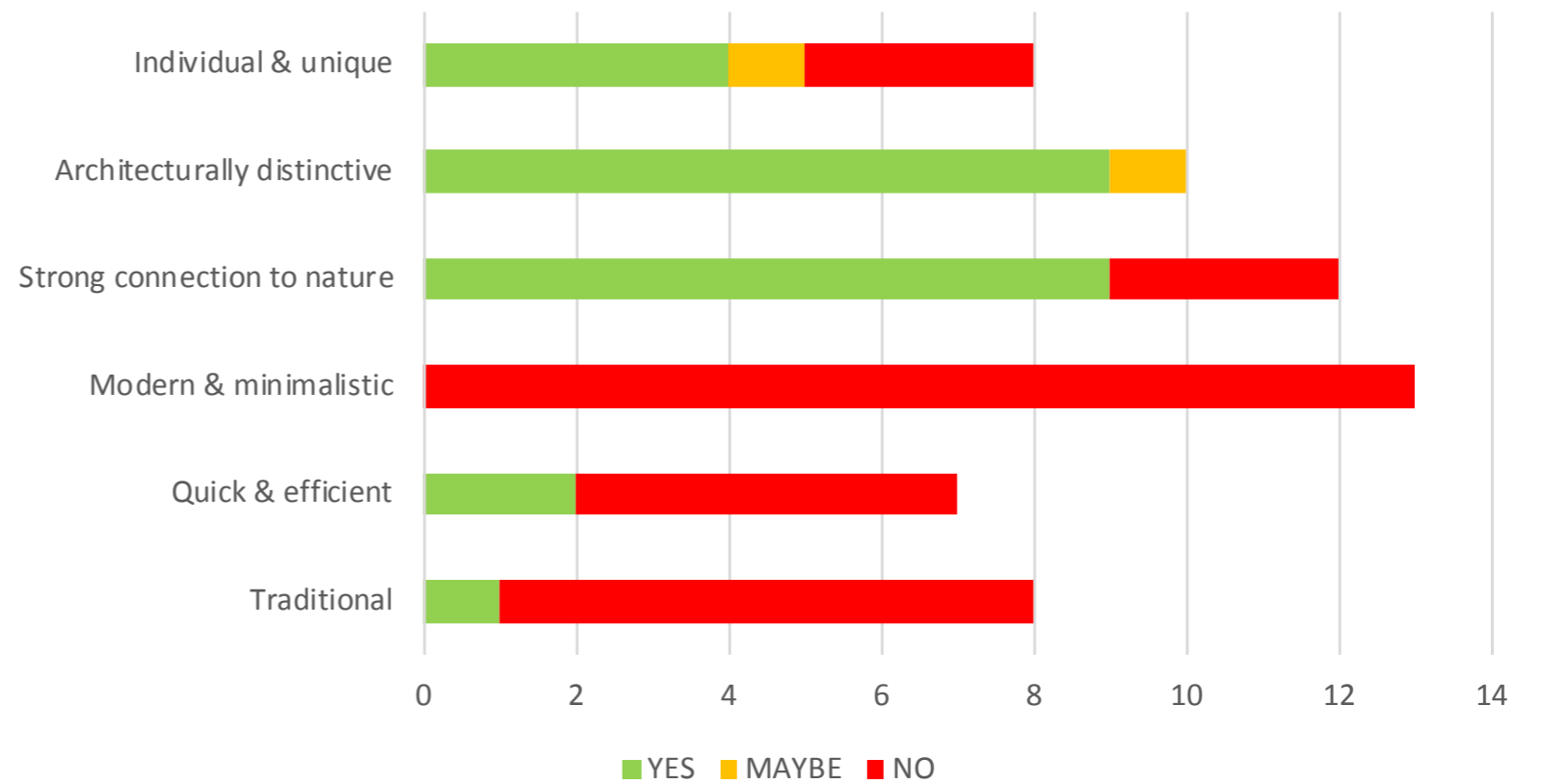


Fig.A.3.5 - Golders Hill consultation event, on 15.10.16.



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

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

Page 68

Would you like it to stay the same?

9 yes votes

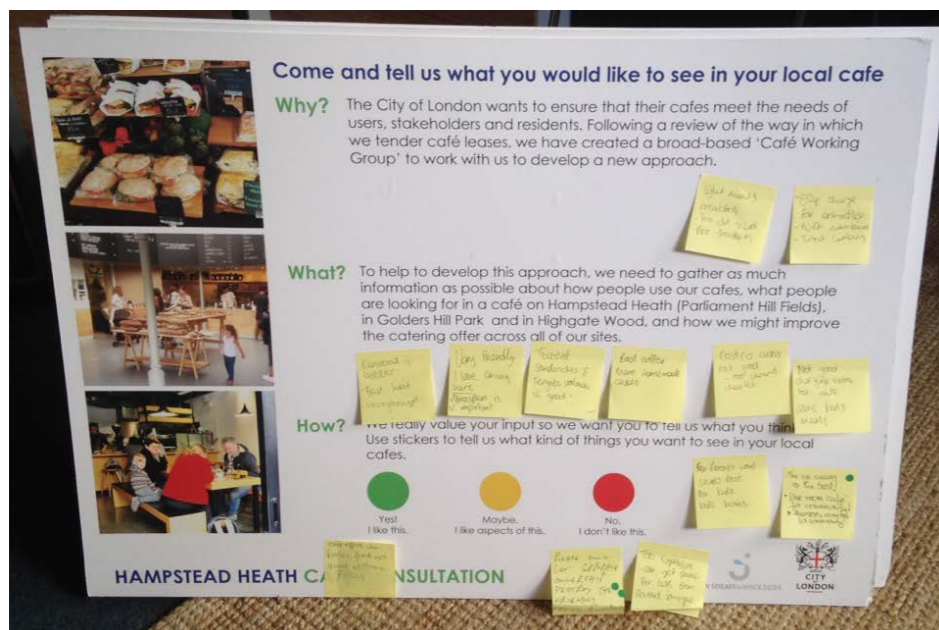


Fig.A.3.6 - Golders Hill consultation event, on 15.10.16.



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



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



# Highgate Wood Consultation Event 22.10.16

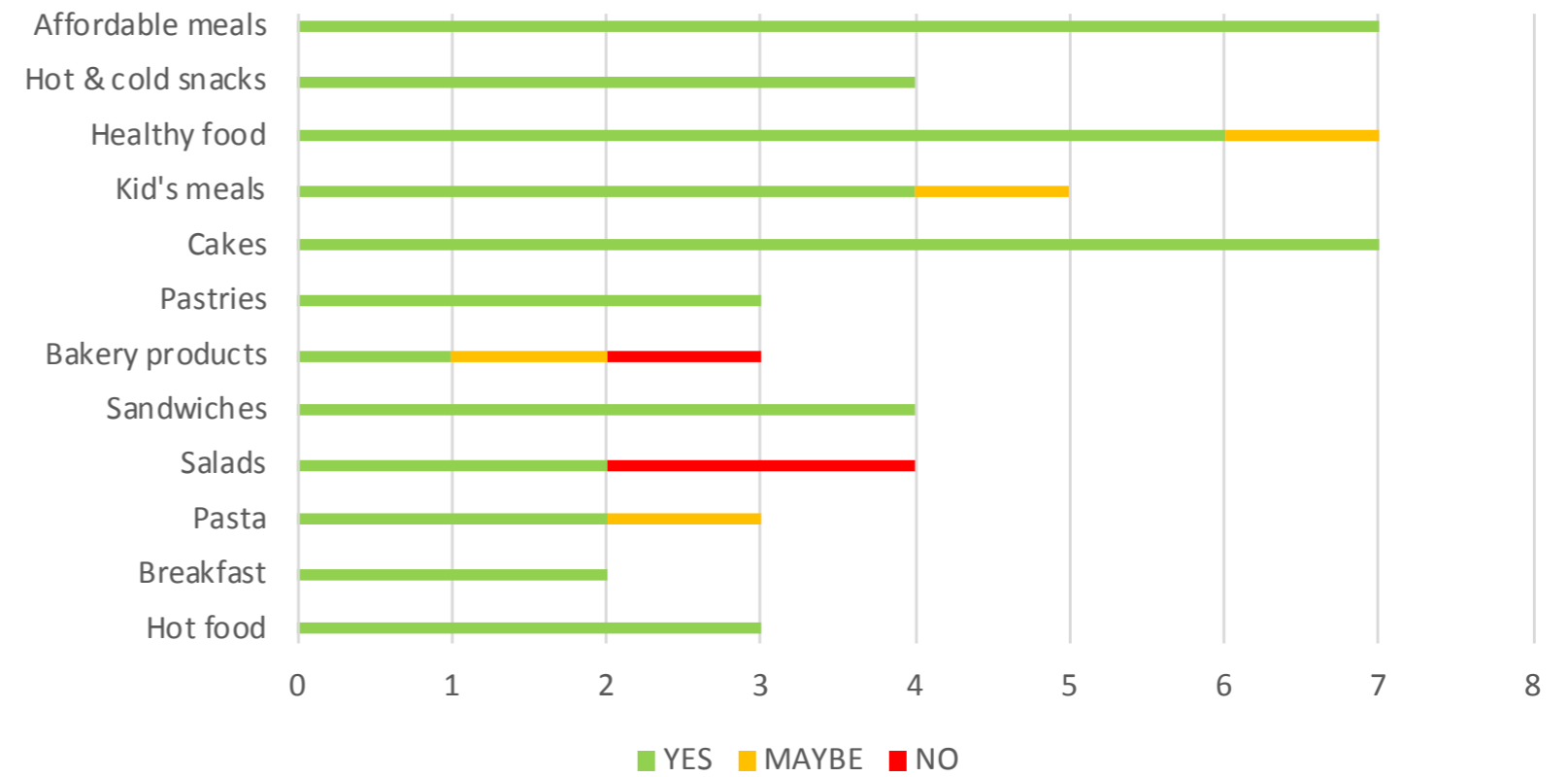


Fig.A.3.9 - Highgate Wood consultation event, on 22.10.16.

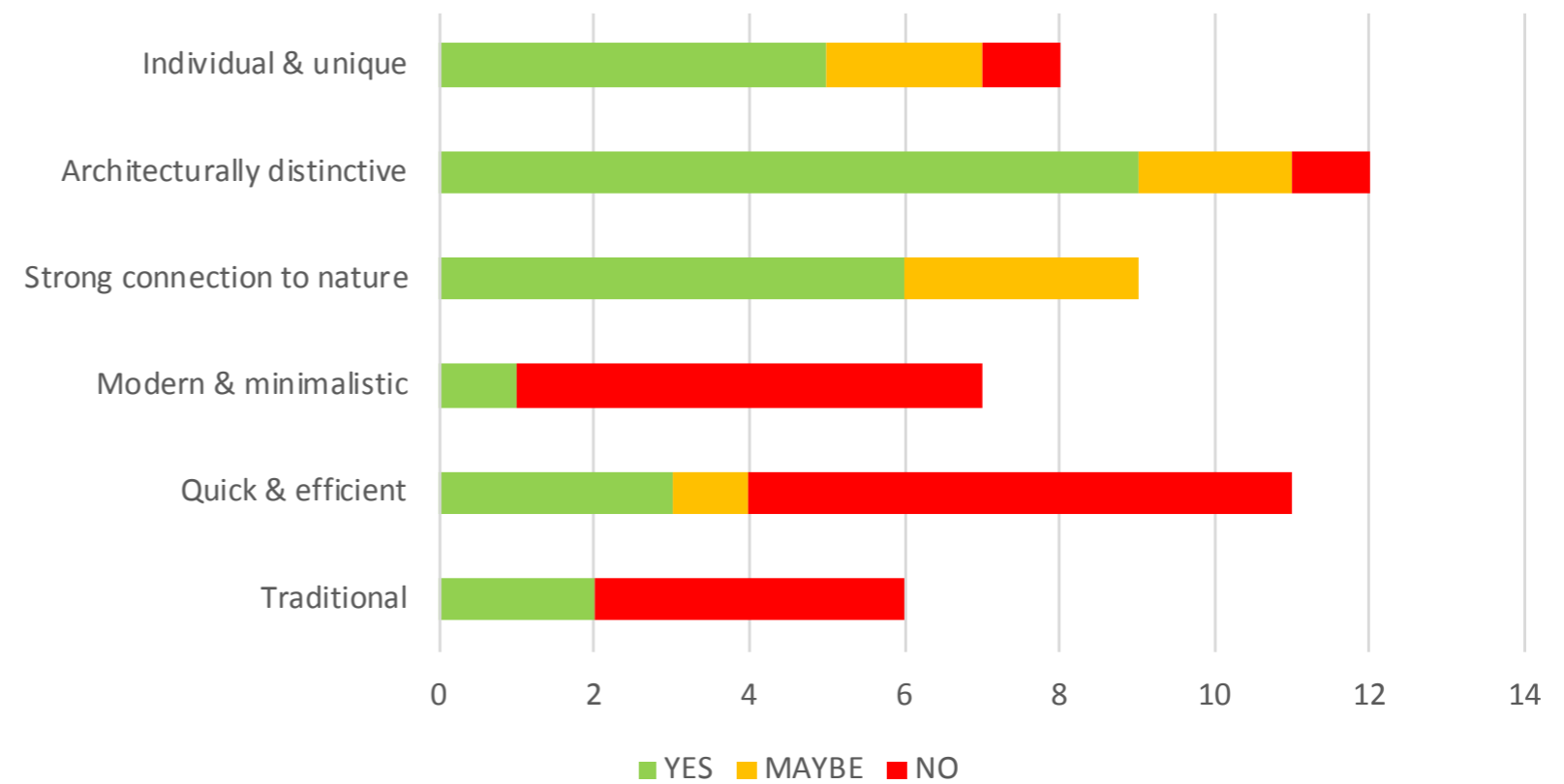


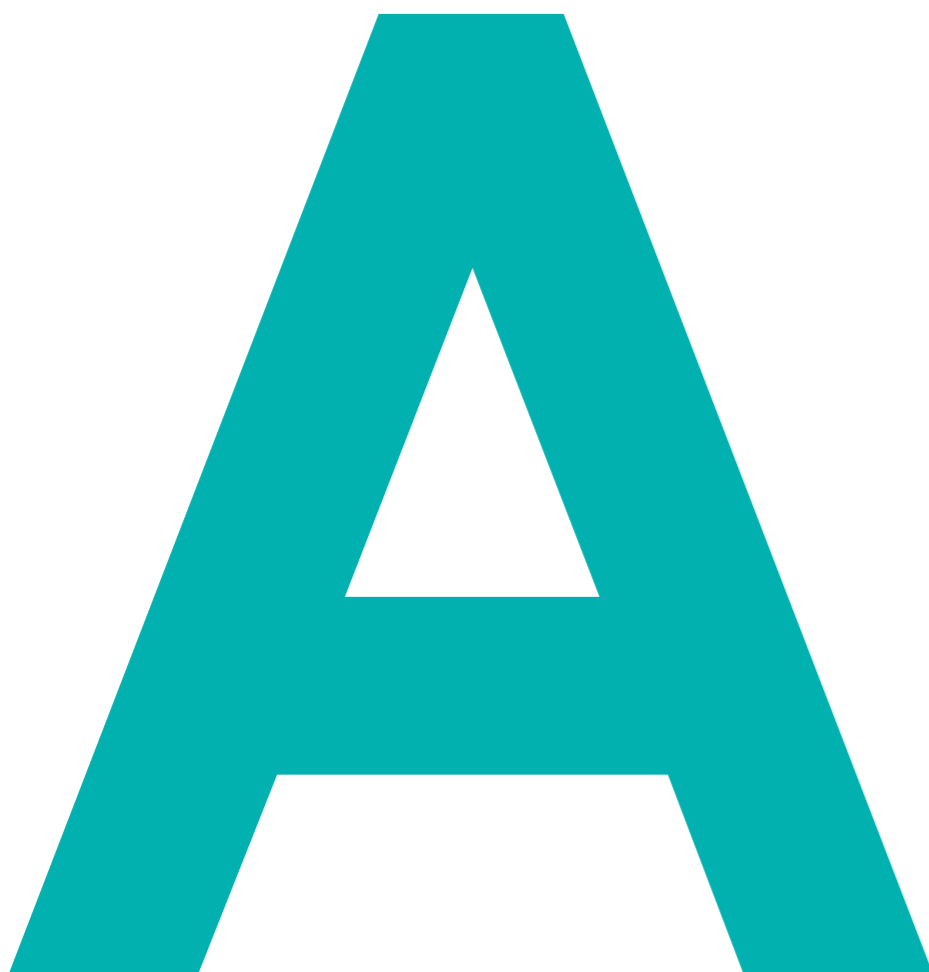
Fig.A.3.10 - Highgate Wood consultation event, on 22.10.16

## Type of food we like



## Type of café we like





## Methodology

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

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

### Exercise 1

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

Explanations of significance included:

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

Responses could be grouped into a number of generic categories:

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

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

### Exercise 2

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

These users were :

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

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

Specifically, participants were asked:

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

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

For each scenario, the principal themes emerging were:

#### Family with 2 small kids

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

#### Older person on limited income

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

- Acoustics
- Inviting atmosphere/staff not too funky

#### Young professional couples

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

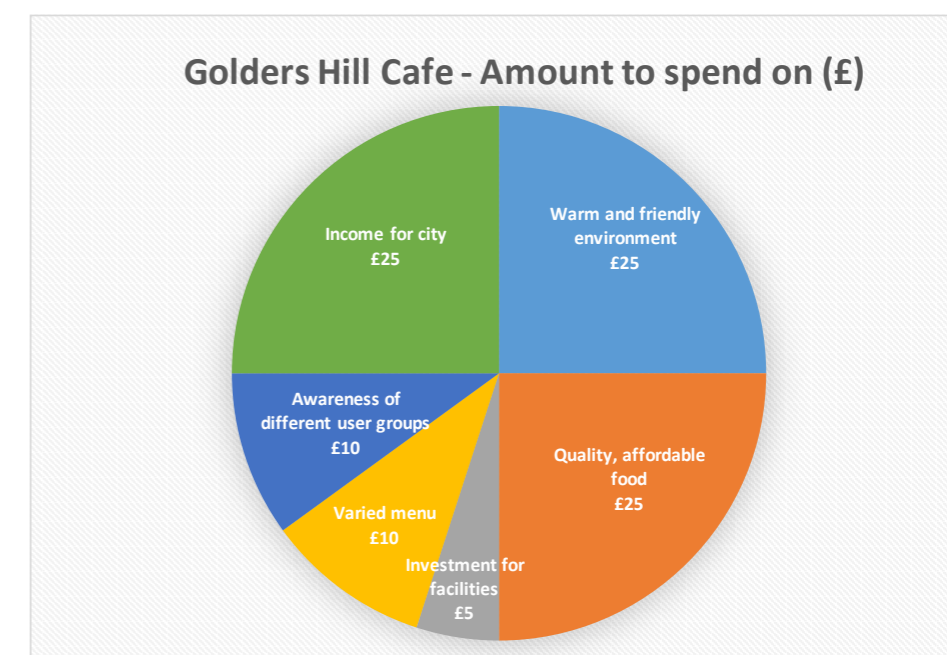
#### City of London

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

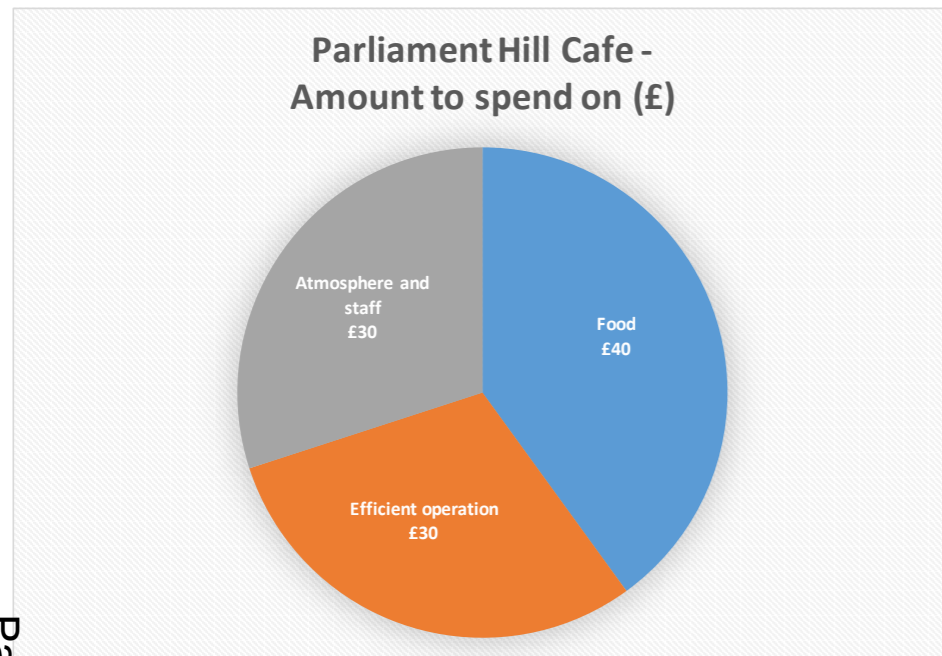
### Exercise 3

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

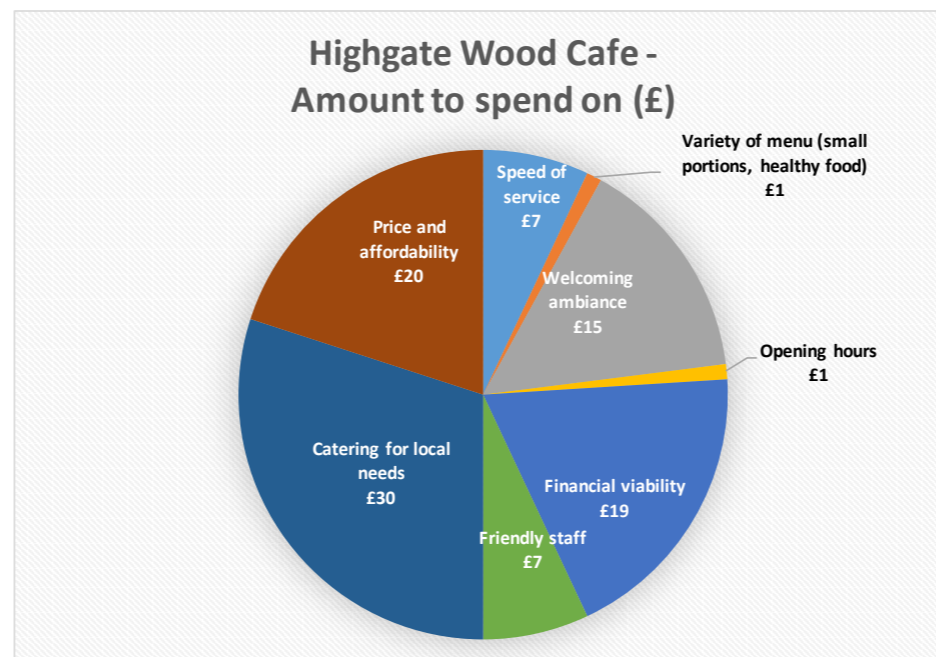
Group 1 – Golders Hill Park	Amount to spend on (£)
Warm and friendly environment	25
Quality, affordable food	25
Investment for facilities	5
Varied menu	10
Awareness of different user groups	10
Income for city	25
<b>Total</b>	<b>100</b>



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



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





## APPENDICES A.5 - Questionnaire consultee list

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

**Table A.5 - LB Camden consultee's list**

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

**Table A.5 - LB Camden consultee's list**

info@heathandhampstead.org.uk	The Heath and Hamstead Society
conservation@hle.org.uk	Holly Lodge Conservation Area Committee
<b>FAITH</b>	
admin@hampsteadshul.org.uk	Hampstead synagogue
info@interact-uk.org.uk	Interfaith Action Camden
info@iccuk.org	Islamic cultural centre
enquiries@cfcp.org.uk	Camden Faith Communities Partnership



This page is intentionally left blank

## Appendix 2 - DRAFT Café Service Standards & Performance Indicators

Item Reference	Description	Measurement	Weighting	Mark	Score	Maximum Possible Score
<b>Social Outcomes</b>						
Social Outcomes: Open Space cafés as places to meet and make friends; cafés as places offering healthy food at affordable prices; cafés supporting a strong sense of place and designed identity in the landscape, supporting distinctiveness.						
1.1	Quality food and a balanced menu using seasonal ingredients that caters for a variant of users. Menus and prices are clearly displayed to actively promote products and allow quick and easy decision making.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	5	15	15
1.2	Menu range changed quarterly to maintain interest and specials changed weekly or as otherwise agreed. Caterer communicates regarding proposed changes to menus, service style, and other operational matters required as set out in specification.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	2	5	10	10
1.3	Staff are consistently polite, courteous and proactive. Staff display product knowledge and awareness of ingredients for all menu items	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	5	15	15
1.4	Customer complaints are less than xxx per quarter. Caterer deals with all complaints received within 48 hours. Customer have access to feedback forms and user satisfaction surveys are carried out by the tenant on a regular basis.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	2	5	10	10
1.5	Queuing times are consistently below 5 minutes at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	1=>10 Occurrences of longer queue times observed, 3=5-10 Occurrences & 5=<5 Occurrences	2	5	10	10
1.6	Wait times for meal delivery to table is consistently below 10 minutes at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	1=>10 Occurrences of longer queue times observed, 3=5-10 Occurrences & 5=<5 Occurrences	2	5	10	10
1.7	Café achieves and maintains a food hygiene rating of 4 or above.	1=No & 5=Yes	3	5	15	15
1.8	Café to hold or support a number of relevant events and to have a notice board for local groups to display local activities and events	1=No & 5=Yes	2	5	10	10
<b>Environmental Outcomes</b>						
Environmental Outcomes: cafés buildings operating as carbon efficient structures; cafés supporting local food production and environmentally friendly growing.						
2.1	Café design and ambiance clearly reflects the Heath landscape, activity base and type of visitor to create a unique and distinctive destination.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
2.2	All areas kept clean in accordance with best industry practice at all times including the following - Kitchen areas (floors, walls, kitchen apparatus and equipment), Servery Areas (floors, walls, kitchen apparatus and equipment, Refrigeration, Stores (Score agreed following a walk through the premises):	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
2.3	External and internal tables are cleared and sanitised within 3 minutes of being vacated. Litter is picked at least twice a day within the designated area. Service yard and refuse storage area is maintained in a clean manner and kept clear of obstruction (Score agreed following a walk through the premises).	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
2.4	Caterer adopts a responsible procurement process e.g. MSC Fish, Red Tractor Meat, Fairtrade and other Ethically traded products etc. and makes customers aware of this	1=No & 5=Yes	3	5	15	15
2.5	Environmentally friendly packaging, including plates, bags, cups and crockery are utilised at all times.	1=No & 5=Yes	3	5	15	15
2.6	Building achieves A-C rating for energy efficiency. Caterer implements procedures to minimise energy consumption.	1=No & 5=Yes	3	5	15	15
2.7	Caterer implements good waste management practices including recycling.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
<b>Economic Outcomes</b>						
Economic Outcomes: Open Space cafés as places of employment, places where people can acquire new skills and centres of entrepreneurial activity. Open Space cafés as elements in vibrant urban centres.						
3.1	Sufficient numbers of management and staff are provided to perform the services.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
3.2	Caterer shows evidence of continuous improvement and development of the services.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
3.3	Prices benchmarked to 6-8 other local cafes (including 2 park cafes) six monthly and prices charged to be no higher than the average price plus 10%	1=No & 5=Yes	3	5	15	15
3.4	Caterer employs local staff (insert % and define local). Caterer allows opportunities for volunteering where service allows.	1=No & 5=Yes	3	5	15	15
3.5	Caterer provides training and development opportunities for staff.	1=No & 5=Yes	3	5	15	15
3.6	Fixed rent invoice paid within terms / Top up rent invoice paid within terms.	1=No & 5=Yes	3	5	15	15
3.7	Monthly management information is provided within 7 days of month end. Annual budget presented by (insert date).	1=No & 5=Yes	3	5	15	15
3.8	Budgeted turnover levels achieved (measured against agreed forecast).	1= more than -5%, 2= between -1% and -5%, 3= on budget, 4= between +1% and +10%, 5 = +10%	3	5	15	15
<b>Total Quarterly Score:</b>					284	320
						89%

Notes:

Total Pass Score = (To be agreed) % of Maximum Score Achievable i.e. scored an average of 3 out of 5 (or 5 where Yes/No resp Weighting Scale: 3 = High Priority to 1 = Low Priority

It is proposed that the scoring would be undertaken by representatives from the City of London and the Café Working Party and comprise of a walk through the premises, a meeting with the leaseholder and then a discussion to agree the scores.

This page is intentionally left blank



<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	13/03/2017
Hampstead Heath, Highgate Wood and Queen’s Park Committee - For Decision	15/05/2017
<b>Subject:</b> Model Boating Pond Island – Options Appraisal	<b>Public</b>
<b>Report of:</b> Bob Warnock, Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Meg Game, Open Spaces Jennifer Wood, Open Spaces	

## Summary

This report looks at a number of options regarding the future management of the new island in the Model Boating Pond on Hampstead Heath, taking account of a current petition which is campaigning for the island to be managed as a refuge for swans and free from public access.

## Recommendation(s)

- The Hampstead Heath Consultative Committee discusses the proposed options, noting the preferred option 3b, subject to a review of the restoration of the island and bird monitoring data which is currently being undertaken.
- The views of the Hampstead Heath Consultative Committee be conveyed to the Hampstead Heath, Highgate Wood & Queen’s Park Committee.

## Main Report

### Background

1. As part of the Ponds Project the Model Boating Pond has changed shape and been re-landscaped to look more natural than it previously did. The pond is shorter in length due to the construction of a new larger dam, and the western edge has been dug out so that the overall size of the pond is approximately the same area as it was previously. In the early designs a peninsula at the western edge of the pond was proposed which would save a group of mature trees. This design evolved into an island, about 1,600 square metres in size, to save the trees and provide an interesting landscape feature. After further debate and discussion with staff and stakeholders, concerns were raised about safety and anti-social behaviour that could occur if people tried to swim to the island, so a causeway was included in the design. It was on this design that planning

permission was granted and the island and causeway were constructed and finished in autumn 2016.

2. In addition to the creation of the island, aquatic marginal planting was also added around the new ponds edges. This provides habitat and feeding for wildlife, improves water quality and softens the pond edges to give it a more natural feel. The pond has historically been used by both anglers and model boaters and gaps have been left in the planting to allow access to the water for both of these activities. One fishing peg has been created on the island; it is intended to limit the number of rods on the island and fishing bivvies will not be permitted. A report which went to the Consultative Committee and the Management Committee in March of 2016 detailed the different edge treatments, which were designed to make the pond less accessible to dogs.
3. A petition has been started by a member of the public, which to date has received over 5,000 signatures, which is campaigning for the island to be a wildlife refuge and particularly a place for the swans to escape dogs and people. Swans have never previously nested on the Boating Pond, although with the improvements to the habitat the pond may be more attractive to them in the future. A pair of swans with cygnets moved to the Boating Pond in late 2016, but there are currently no swans using the Model Boating Pond as they have returned to Highgate No. 1 where they have nested since 2010. Since the work was completed the number of waterfowl using the pond has returned to what it was before the Ponds Project began. Shovelers, very rarely seen before on this pond, have also been seen feeding here on several occasions.

### **Current Position**

4. The island is currently closed to allow the grass and wildflowers that were sown in autumn 2016 to establish. This could potentially take one whole growing season – until late summer 2017 - and there is also the possibility that some of the seed may fail and areas may have to be reseeded. The Heath's Ecologists will continue to monitor the growth, checking that there is a closed sward of grass and wild flowers before allowing access.
5. The aquatic vegetation is protected by fencing both on the land and water-sides. In December 2016, two gaps in the waterside fencing were made on the north-east side of the island, allowing birds to access the island, although rather few birds have so far taken this opportunity. These gaps will provide nesting opportunities to birds later in the year. Further aquatic planting is planned around the causeway area, where there are currently bare banks straight into the water. This will take place in spring 2017. It is important to note the Model Boating Pond is next to Bird Sanctuary, which is a 3 hectare area, including a pond, permanently fenced off as a refuge for wildlife which is rich in habitat including, for breeding birds.

### **Future Management**

6. A number of options for the future management of the island have been considered by the Heath's Ecologist's. In all cases fencing would remain

around most of aquatic planting to protect it from grazing by waterfowl, but further gaps would be cut to allow limited access, although the number of these additional gaps would have to be reviewed if grazing of the aquatic plants by the waterfowl proved excessive. The island is currently being monitored for use by wildfowl. Number of birds, species and how they are using the island is being recorded twice a week. This will continue not only just during the recovery period, when there is no public access, but also thereafter. The number of incidents recorded by Constabulary and Ranger Team will also be monitored.

## Options

7. Proposed options for managing the island after the end of the recovery period are as follows:

**Option 1** - Once the recovery period is complete, the whole island would be open for public access at all times.

- No non-ecological management implications
- Accessible for anglers and model boaters at all times
- Access for dogs under proper control and effectively restrained from disturbing wildlife
- Recently opened gaps in the aquatic plant fencing would need to be closed to prevent access to the water by people and dogs

**Option 2** - The island would remain completely closed to the public, and would become a refuge for wildlife. The causeway would be secured with a locked wooden gate and some additional planting to encourage wildlife could be introduced.

- Heath staff would be required to monitor access to the island to ensure the public do not climb the fence and gate or that dogs swim across
- Not accessible for anglers or model boaters
- Ecological benefits in allowing an undisturbed area for wildlife. The island would be available for a refuge by birds such as swans, geese, ducks, coots and moorhens. If additional features were added to the island, such as thick shrubs, bird and bat boxes and amphibian and reptile refuges, it could also be of value to additional wildlife.
- The vegetation on the island might be heavily grazed by the wildfowl, especially by geese, reducing the attractiveness of the island's top and sides. Also, the number of Canada geese on the pond might increase, causing problems on adjacent grassy areas with grazing and defecation.

**Option 3a** - Once the recovery period is complete, the island would be open to the public but about a third of it, or about 500m<sup>2</sup> would remain fenced off as a wildlife refuge.

- Heath staff would need to monitor access to ensure people and dogs kept out of the refuge area
- Partially accessible for anglers and model boaters

- Ecological benefits from keeping a section of the island as an undisturbed area for wildlife. The area reserved for wildlife would be sufficient as a refuge for waterfowl including swans; the latter are able to nest relatively close to publicly accessible areas, as they do at Hampstead No. 1 pond. Additional features for wildlife could be installed, as Option 2
- The reserved area might be heavily grazed by wildlife, making it unattractive. Also, the number of Canada geese on the pond might increase, causing problems on adjacent grassy areas with grazing and defecation.
- The fence across the island would be visually intrusive
- Dogs might disturb wildlife close to the fence

**Option 3b** - Once the recovery period is complete, the island would be open to the public but an area of about 500m<sup>2</sup> would remain fenced off as a wildlife refuge, as for Option 3a. Dogs would not be permitted onto any part of the island at any time and a gate with clear signage would be installed.

- Heath staff would need to monitor access to ensure dogs are kept off the island
- Accessible for anglers and model boaters but not dogs
- A gate would be required at the causeway to prevent dog access
- Ecological benefits from keeping a section of the island as an undisturbed area for wildlife as for option 3a, with the additional benefit that wildlife would not be disturbed by dogs nearby or that inadvertently got into the refuge
- The reserved area might be heavily grazed by wildlife, making it unattractive. Also, the number of Canada geese on the pond might increase, causing problems on adjacent grassy areas with grazing and defecation
- The fence across the island would be visually intrusive
- Anglers find the presence of dogs disruptive so this would be an advantage to them

**Option 4** – The island would be closed to the public from March to September. A locked wooden gate with clear signage would be installed.

- Heath staff would need to monitor access to ensure the public do not access the island during the closed season
- No access for the public, anglers or model boaters during March to September
- Ecological benefits from the island being a wildlife refuge for seven months of the year, comprising the bird nesting season plus an additional month for any, especially swans, which had nested late
- Birds resting up and grazing in the winter would still be disturbed
- There would probably be public disturbance to other wildlife features which might be being used as a refuge in winter, e.g. log piles-ending up in water
- Recently opened gaps in the fencing would need to be closed from October to February to prevent access to the water by people and dogs

## Proposals

8. **Option 1** would not enhance opportunities for wildlife, while **Option 2** would allow no public access. **Option 4** does not allow public access in the summer, which is the most attractive part of the year and when the Heath is most heavily used. **Options 3a** and **3b** cater both for public access and for wildlife. Public access would be year-round, allowing people to enjoy views from it over the pond and the value of the island for wildlife would suffer little from being restricted to a third of the area. Swans would be able to build a nest in the unfenced gaps in the aquatic vegetation and would be able to access the refuge area for safety.
9. At this point, **Option 3b** is considered preferable to **3a** in that dogs would be more securely prevented from gaining access to the reserved area. Almost all the Heath is open to dogs, and the proposed restriction is considered reasonable in consideration of its benefits. However, a final decision should be subject to a review of the restoration and the monitoring data.
10. We have also gathered the views of the Community Working Group, who were set up to monitor the Ponds Project during the construction phase. Five members agreed that **Option 3b** was the preferred option, however the Heath & Hampstead Society, who are represented on the Community Working group, preferred **Option 2** as they felt **3b** was a compromise.

## Conclusion

11. The final decision chosen for management of the Model Boating Pond island will take account of the views of the Hampstead Heath Consultative Committee as well as assessing the results of the bird monitoring exercise.
12. The favoured management option for the island at this point is that one third of the island should be fenced year-round for wildlife and that the rest is open to the public but not to dogs. This dual use will provide a refuge for birds without denying access to much of the island for the public, anglers and model boaters.

## Appendices

- Appendix 1 – Map of proposed wildlife refuge on island

### **Meg Game**

Senior Ecologist

T: 020 7332 3304

E: Meg.Game@cityoflondon.gov.uk

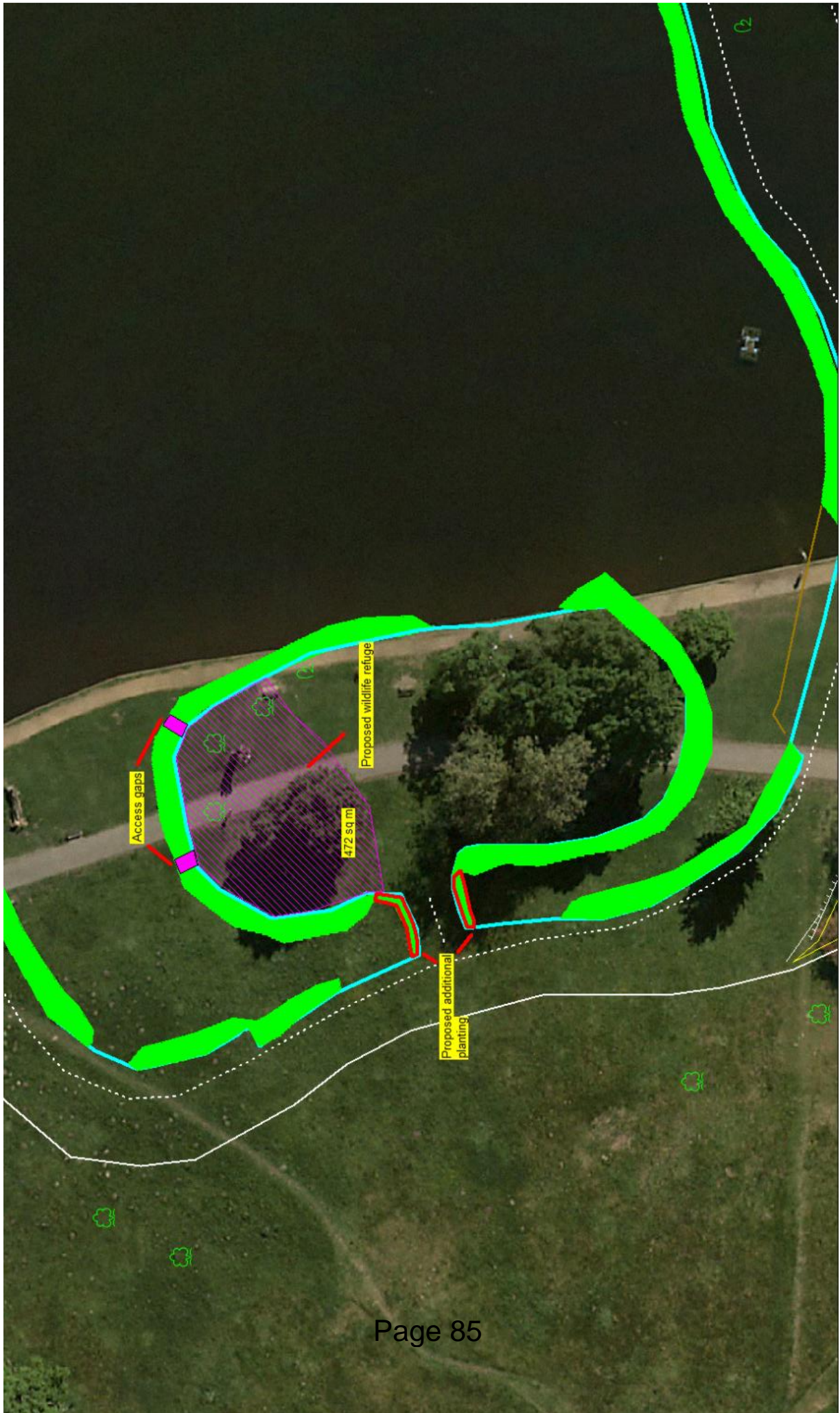
### **Jennifer Wood**

Ponds Project Communications Officer

T: 020 7332 3847

E: [Jennifer.wood@cityoflondon.gov.uk](mailto:Jennifer.wood@cityoflondon.gov.uk)





This page is intentionally left blank

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	13032017
<b>Subject:</b> Management of the Highgate and Hampstead Ponds	<b>Public</b>
<b>Report of:</b> Bob Warnock	<b>For Discussion</b>
<b>Report author:</b> Meg Game, Open Spaces and Heritage	

## Summary

All the Ponds in Hampstead Heath's Highgate and Hampstead valleys have changed ecologically through the recent Ponds Project. This report outlines the intended ecological management of these ponds following these changes; further details are provided in Appendix 1.

## Recommendations

- Members of are invited to submit their views on the proposals.
- That the views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood & Queen's Park Committee at their meeting in May 2017.

## Main Report

### Background

1. The Ponds Project has resulted in changes to most of the major ponds on the Heath. It is therefore timely to review how these ponds are to be managed.

### Current Position

2. The most significant ecological changes are the installation of about two hectares of wetland vegetation along edges of the ponds. This will provide important wildlife habitat of a kind which was formerly rather lacking on the Heath. New pools and scrapes at the Ladies Pond and Bird Sanctuary will also enrich the Heath's ecology. Turf used on the new spillways and the Boating Pond dam contains a wide variety of wild flowers, but the potential of this to provide additional wildlife habitat is limited by the requirement that these areas be mown relatively frequently, as well as the heavy public use that most will sustain.

## **Proposals**

3. The ponds and associated habitats will continue to be monitored throughout the growing season. This is especially important in the establishment phase of 1-2 years, so that any remedial action can be undertaken if required.
4. It is a requirement of the Supervising Engineer that grass on most of the dams and spillways is mown several times a year. This will limit the landscape and ecological value of these areas.
5. Once well established, the marginal vegetation round the ponds will need to be cut, for example an eighth annually. In the longer term some or all of it may need to be dredged to prevent the marginal vegetation from drying out.
6. A detailed baseline survey of water quality is proposed in 2020 or soon afterwards, to allow comparisons to be made with one carried out before the Ponds Project started.
7. Management of the Boating Pond Island is under discussion, as detailed in a separate report. The options range from full public access to keeping it all out of bounds as a wildlife refuge.

## **Corporate & Strategic Implications**

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

## **Financial Implications**

12. The proposed baseline survey of water quality to be carried out in 2020 or soonafter will need to be carried out by consultants, and a funding stream will need to be identified.

## **Conclusion**

13. The main ponds on the Heath and their associated habitats require detailed management. Pre-existing tasks are already listed in the 2017 Annual Work Programme and Projects Plan, but those now required as a result of the Ponds Project are only summarised there. This report identifies the additional tasks resulting from the Ponds Project more detail.

## **Appendices**

- Appendix 1: Management of the Highgate and Hampstead Ponds

### **Meg Game**

Senior Ecologist, Hampstead Heath, Open Spaces and Heritage

T: 020 7332 3304]

E: [meg.game@cityoflondon.gov.uk](mailto:meg.game@cityoflondon.gov.uk)

This page is intentionally left blank



# Appendix 1

## Management of the Highgate and Hampstead Ponds

### Introduction

This report summarises the proposed management of the Highgate and Hampstead Ponds following completion of the Hampstead Heath Ponds Project. It does not cover management of the wildflower meadows on Tumulus and Pryors Fields.

Part 1 describes the new Ponds Project habitats and outlines what management is required, both during establishment phase and subsequently, to maintain them. Part 2 considers management of the ponds which is unrelated directly to the Ponds Project.

### Part 1: the new Ponds Project habitats and their management

A range of new habitats have been created through the Ponds Project; this section describes them and outlines their proposed management. Their locations are listed in Table 1 below and they are mapped schematically in figures 1 and 2.

#### The new habitats

##### Marginal vegetation

Beds of marginal emergent vegetation now line edges of ten ponds, adding nearly two hectares of wetland planting to the Heath. They are composed of reed alone; of reed plus other marginal plants such as sedges and purple loosestrife; or of marginal plants without reed. The beds of vegetation are currently fenced to prevent access to people, dogs and waterfowl; the latter would graze the vegetation and prevent good establishment.

Marginal vegetation is a very important wildlife habitat which had been substantially lacking from the Heath's ponds. It benefits a wide variety of species, including fish, birds, invertebrates and amphibians, harbours beneficial microorganisms and also filters the water, maintaining good water quality. The plants also soften the appearance of the ponds, creating a more attractive and natural look.

##### Pools and scrapes and streams

Pools and wetland scrapes were created above the Ladies Pond, at the Bird Sanctuary and south of the Catchpit dam, and a new embayment was made at the Bird Sanctuary to extend the reedbed. These will all provide excellent habitat for wetland wildlife. About 60 metres of stream formerly piped below ground were brought to the surface.

##### Aerators

Aerators have been installed in all the ponds and these will also improve water quality by raising oxygen levels, especially in warm weather, and reducing algal growth.

### Grassland and wild flowers

Most of the grassland of Hampstead Heath is heavily dominated by grasses, and disappointingly lacking in 'wild flowers'. The Ponds Project sought to increase species diversity where possible. It was a requirement of the Supervising Engineer that turf was layed on the spillways and most of the dam faces, and a special turf was used which contained 20% wild flowers seeds 80% native grasses.

It is also a requirement that the dam faces and spillways be mown sufficiently frequently to maintain a relatively short sward, and this, as well as public pressure, will reduce the number of plants flowering. However, the lower-growing species, such as red clover and bird's-foot trefoil, should be able to bloom where footfall is not too great, providing nectar for bees, moths, butterflies and other insects. A herb-rich seed mix was used instead of turf on the slopes of the Boating Pond Island; this does not require frequent mowing.

Over 600 wild flower plugs and bulbs were planted at Stock and Hampstead no. 1 Ponds. Further planting of wild flowers is anticipated at the Ladies Pond.

### Trees and shrubs

About 50 trees and 130 shrubs were planted, many of them close to ponds. All are native species apart from two London planes replacing two which had to be felled at Hampstead No. 2. They included oak saplings which were transplanted from the Heath, maintaining local provenance, and elms which are resistant to the Dutch Elm Disease which ravaged the tall elm trees common on the Heath until about the 1970s. The new trees will provide landscape and wildlife benefits.

### Hibernacula, wood piles and bat boxes

Two amphibian and grass snake hibernacula were built at the Bird Sanctuary, and brash and log piles were constructed by four Ponds. Twelve bat boxes were put up a further eight are to be added in early spring 2017; some of these are near ponds.

### De-silting

Silt was removed during the Ponds Project from the Stock, Ladies, Men's, Viaduct and Mixed Bathing Ponds. The Viaduct Pond was particularly badly silted, with especially shallow water even threatening the continued existence of the northern section. The substantial amounts of silt and logs which were removed should result in notable improvements to the ecology of this pond.

**Table 1: Summary of new pond-related habitats by location**

Location	Marginal vegn, m <sup>2</sup> approx.	Flowery turf on dams and spillways etc.	Wildflower meadows	Tree / shrub planting	Wildflower plugs and bulbs	Trees and shrubs	Hibernacula and brash and wood piles	Streams, channels, pools and scrapes	Other
Stock Pond	44	√			√		Brash/wood piles	Section of stream brought above ground	
Ladies Pond	40	√		√	√ (planned)	√		Pools and scrapes	
Bird Sanctuary							2 hibernacula plus log piles	Scrapes and 30m of new channel	New embayment for reedbed expansion
Boating Pond	670	√	√ (island slopes)	√		√			
Men's Pond	228			√	√	√			New wet bay at NW corner
Highgate no. 1 Pond	96	√							
Vale of Health Pond	40	√					Brash/wood piles		
Viaduct Pond	56	√		√		√			Rock rolls installed to hold back marsh
By Catchpit Dam	10	√		√		√		New seasonal pond; section of steam brought above ground	New silt trap
Mixed Pond	208	√		√		√	Brash/wood piles		Rock rolls to hold back marsh
Hampstead no. 2 Pond	94			√		√			Further small reedbed to be planted near platform
Hampstead no. 1 Pond	276	√		√	√	√			
Other									12 bat boxes installed near ponds, 8 more to be added

Figure 1: The new Ponds Project habitats on the Hampstead chain of ponds (not to scale)

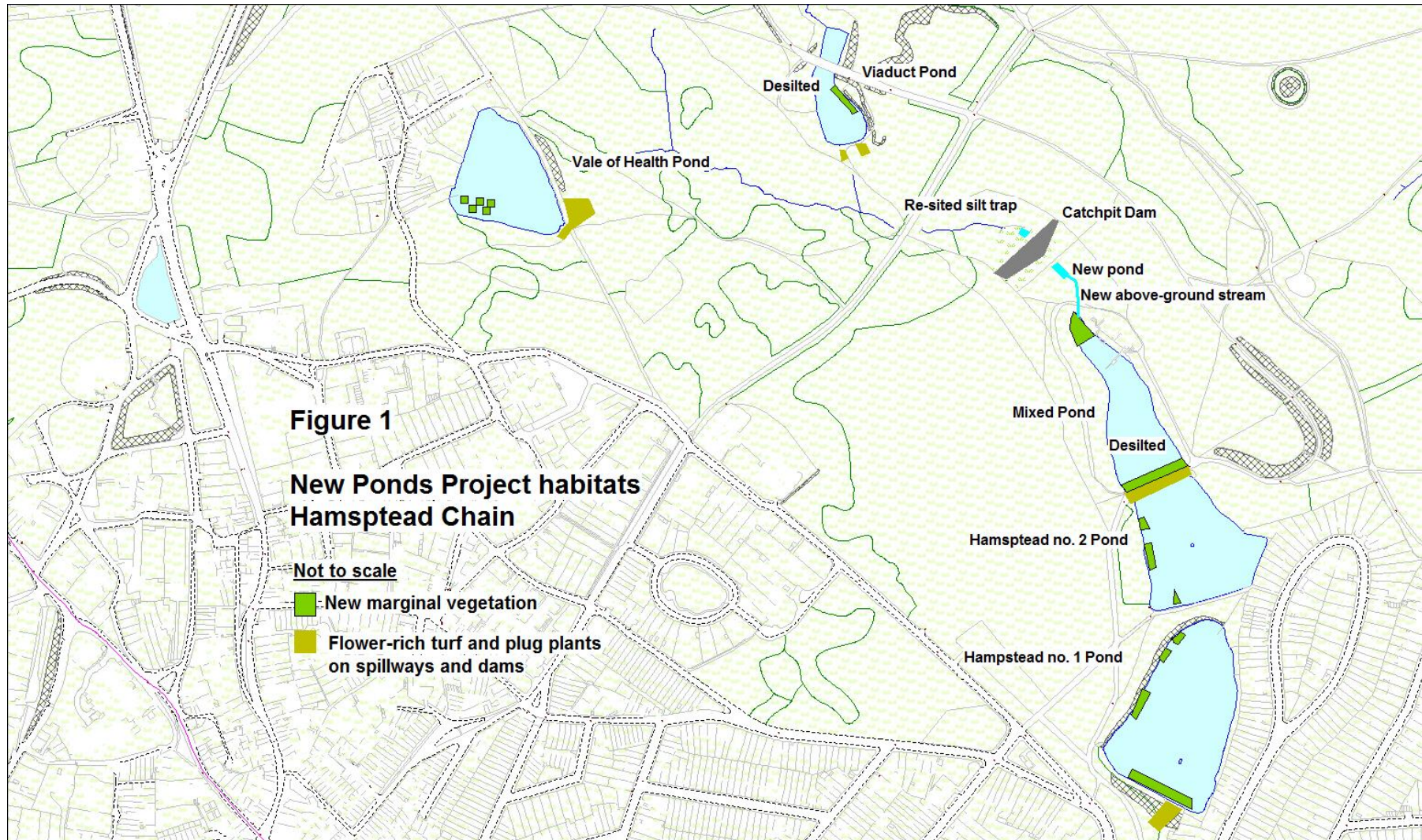
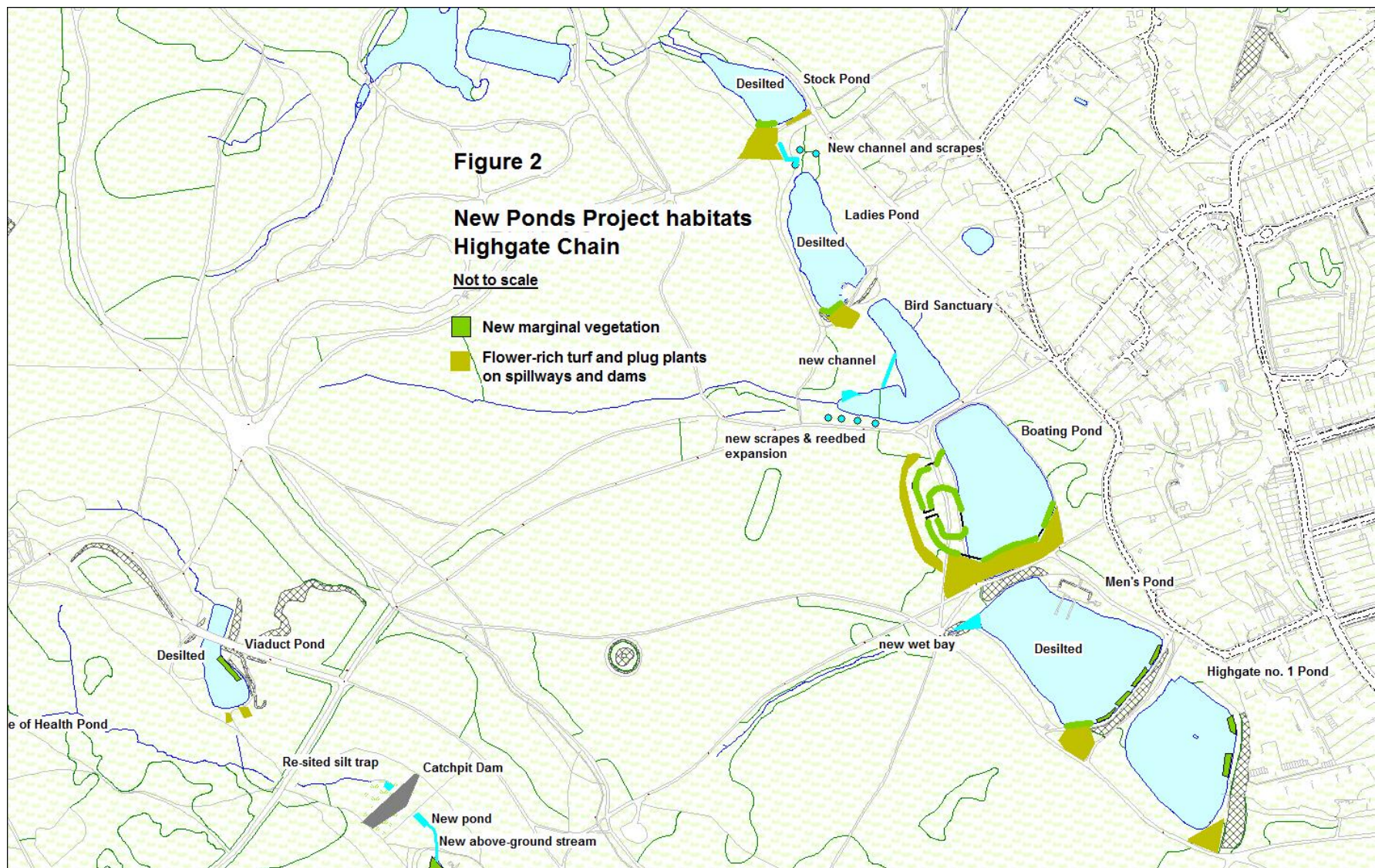




Figure 2: The new Ponds Project habitats on the Highgate chain of ponds (not to scale)



## Management of the new ponds-related habitats

### Monitoring

All the new habitats need to be monitored, so that any problems can be addressed, such as weed growth and plants or seed mixes failing to establish. Walk-over surveys will be made during the establishment phase; detailed quadrat surveys may be more useful later on. The on-going long-term programme of monitoring of amphibians will be extended to suitable new wetland habitats.

Water quality is monitored regularly in all the ponds affected by the Ponds Project. Visual checks are made weekly throughout the year, and oxygen levels are measured weekly during the warm months. This programme will be continued. A fuller baseline survey was undertaken in 2013, before works began, and this should be repeated in 2020/21 or soon afterwards to assess the impact of the works on water quality, macro-invertebrates and aquatic macrophytes.

### Marginal vegetation

In the first 1-2 years, any gaps in the aquatic vegetation will need to be replanted by the contractor.

Both the land and water sides of the beds of marginal plants are currently fenced to prevent access by dogs, people and water birds, apart for two gaps at the Boating Pond cut to allow access to the island for swans. The landward fences will need to be retained, but ideally some fencing on the water-side of the wetland areas should be opened up or removed once the vegetation is established. However, caution is required: fencing round the older reed beds on the Boating Pond was temporarily taken away some years ago, resulting in serious erosion of the vegetation by dogs and water birds, and the fence had to be replaced. As a trial, in 2017 it is proposed to open up panels in waterside fencing where the vegetation is well established, for example at the Men's Pond. If this does not result in too much damage from grazing by birds further panels will be removed.

Over the years, plant remains will gradually build up in the reedbeds, raising the soil levels. This is a natural process: shallow reedbeds are not permanent habitats and dry out unless managed. The habitat is degraded as the aquatic vegetation loses its vigour and is gradually replaced by plants of drier places, such as willow and alder, resulting in a loss of value to wildlife, such as amphibians and aquatic invertebrates. Thus a long term programme of occasional rotational cutting back the vegetation, removing inappropriate species such as shrubs and trees. Eventually re-excavating the reedbeds will be needed. At this stage it is impossible to determine just when this will first be necessary or the required frequency, but for comparison the regime for the Bird Sanctuary reedbed is an 8-year rotation.

### Streams, channels, pools and scrapes

From time to time open water will need to be maintained in channels, pools and scrapes by removal of some of the vegetation as required. Silt removal will also be needed to maintain water depth, especially in the shallower features. A slow flow of water is ideal to reduce erosion and sedimentation.

### Aerators



Aerators will be maintained in good working order. They will be turned on as required when water quality has been or is likely to decline, e.g. in hot weather or after heavy rainfall.

#### Wild flower turf, seeded areas and plugs

The Supervising Engineer has specified a complex regime for cutting the wildflower turf laid on the spillways and dams. This varies from a single cut in late spring/early summer to up to ten cuts through the growing season, every time the grass reaches 175mm in height. It is hoped that this programme can be rationalised and the frequency reduced in some places.

The slopes of the Boating Pond Island were seeded with grass and wild flowers. Careful management will be needed in the first couple of years, 2017 and 2018. If the seeds do not germinate well they may need resowing, and additionally there may be problems with unwanted invasive species such as creeping thistle, which will have to be controlled by pulling or cutting as herbicides cannot be used close to water. Subsequently the slopes will be cut once a year between June and September as part of the Heath's annual grassland cutting programme. More intensive cutting may be required if creeping thistle is pervasive.

Crocoshia, also known as montbretia, has colonised an area just below the stilling basin at the Ladies Pond, its corms having been accidentally distributed from nearby during earth moving operations. This non-native plant can be invasive and efforts will be made to reduce it.

#### Trees and shrubs

Planted trees and shrubs will need to be watered until they are established, and some may not survive and need replacing.

#### Hibernacula, wood piles and bat boxes

Hibernacula should require little maintenance apart from annual cutting back of the south face. Wood piles will be built up as they gradually rot and subside, and new ones will be constructed. Bat boxes will need checking annually.

#### The Boating Pond Island

Currently no access is permitted, but this does not necessarily have to be the case once the vegetation has established. Discussions are currently in progress on the best option: public access to all; all the island reserved for wildlife, with no public access; or part fenced for wildlife and part with public access with or without dogs. Long term management depends on what option is chosen. If part is reserved for wildlife, additional features may be added, such as bird and bat boxes, wood piles, hibernacula and shrub planting.

The bottom edges of the causeway are currently muddy, and it is planned to plant marginal vegetation here in spring 2017.

## Part 2: Other management issues

Management issues concerning the ponds which not just related to the Ponds Project are discussed here.

### Angling

Angling is permitted at the Men's, Model Boating, Vale of Health, Viaduct and Hampstead No. 2 Ponds. An overall angling policy is intended, to help clarify issues such as the rules for fishing, stocking/restocking and fish health.

### Control of invasive species

Himalayan balsam is present near most of the ponds, and needs control by regular pulling or cutting in the growing season. Giant hogweed grows in the Bird Sanctuary and is cut below ground annually, and Japanese knotweed grows along the Stock Pond causeway, where it is also controlled. There is now an area below the Ladies Pond spillway where *Crocsmia* is abundant and this also needs control.

### Dogs

Dog swimming in the ponds can disturb wildlife, particularly swans and waterfowl, disturb silt, and cause erosion of the banks. Recognising this, dog swims are provided at Highgate No.1, Hampstead No.1 and the Vale of Health Ponds. However, further consideration needs to be given to the extent of dog access to the other ponds across the Heath.

### Shading and leaf litter

Several of the ponds are heavily shaded by nearby trees. Resulting leaf litter causes siltation and the shading restricts marginal and aquatic vegetation which would otherwise oxygenate and filter the water and provide wildlife habitat. Trees and shrubs are judiciously cut back from some of the more affected ponds, as detailed in Table 2 below.

### Siltation

Approximately 1000m<sup>3</sup> of silt was removed from the Mixed Bathing pond as part of the Ponds Project but it was not fully de-silted. Swimmers are still experiencing higher than expected levels of silt in the swimming area and the pond would benefit from further de-silting in the future. The possibility of de-silting Hampstead No. 2 Pond is being considered using funds identified in the Cyclical Works Programme, and revisiting the Mixed Pond will be considered as part of that project.

Table 2: Management unrelated to the Ponds Project

This table identifies management works associated with the Hampstead and Highgate ponds and surrounds which is not directly associated with the Ponds Project. All these items are included in the 2017/18 Annual Work Plan. Additional items for the Bird Sanctuary are contained in a management plan which will be presented to Committee .

<b>All or several ponds</b>	
Manage routine incidents, & assist Wildlife Rescue experts in dealing with distressed water fowl. Assist Constabulary in preventing & investigating dog attacks	Every year
Reinstate dragonfly monitoring scheme	Every year
Use a boat to check for and remove line & tackle & other debris during the fishing season	Every year
Ensure fishing regulations are understood & adhered to & assist Constabulary in checking permits & rod licenses. Update signage	Every year
Try to increase marginal vegetation on the ponds	Every year
Check & clean pond inlets and outlets, especially before predicted storms	Every year
Monitor ponds for general problems and algae scums, and ensure warning notices are promptly put up & taken down	Every year
Alleviate problems such as duckweed blooms and oxygen crashes when required	Every year
Control invasive species such as Himalayan balsam, Japanese knotweed, giant hogweed, crocosmia and where necessary, creeping thistle, bramble, common hogweed and ragwort	Every year
<b>Stock Pond</b>	
Continue to selectively thin & lift bankside trees NE of the pond to increase light levels & reduce leaf litter; remove dead elms	As required
Clear round wild service tree saplings	Every other year
Re-open canopy above northern marsh area. Remove seedling alders and dogwood	Every few years as required
Cut back scrub encroaching onto northern marsh area. Cut back to dead hedge	Every other year
<b>Ladies Pond</b>	
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	Annually

Cut northern wet meadow area to prevent scrub encroachment.	Annually
<b>Bird Sanctuary</b>	
Multiple management tasks to manage the important habitats of the pond and surrounds: management plan currently in draft	Various
<b>Boating Ponds</b>	
None	
<b>Men's Pond</b>	
Maintain windows onto pond at trig points	Annually
<b>Highgate no 1 Pond</b>	
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.	2 sections a year, rotation of 3 years
Make access improvements to dog swim	2017 then as required
Maintain windows onto pond at trig points	Annually
<b>Vale of Health Pond</b>	
None	
<b>Viaduct Pond</b>	
On south-west side of Viaduct pond, cut back hedge to top of fence below bench to create view of pond	Annually
Cut bramble and blackthorn suckers etc. in grassland by hedge	Annually
Coppice willow and silver birch and raise alder crowns along east bank, especially where impeding growth of emergent vegetation	Every 5 years
Remove bramble and saplings from gorse area east of Viaduct. Coppice any degrading gorse, and consider planting more	As necessary
Weed planted heather on exposed east bank	Annually
<b>Mixed and Hampstead Nos. 1 and 2 Ponds</b>	
None	

## **Conclusion**

- Hampstead Heath Ponds Project has significantly enhanced the habitats associated with the ponds
- Restoration will require careful monitoring to ensure problems and failures are identified and corrected
- A range of broader management issues will need addressing
- The 2017/18 Annual Work Programme and Projects Plan will be updated to include the additional works identified in this report.

This page is intentionally left blank



<b>Committees</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Information	13 March 2017
<b>Subject:</b> Draft Business Plan for Department of Open Spaces	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Discussion</b>
<b>Report author:</b> Esther Sumner, Business Manager	

## Summary

Business plans are reviewed annually and cover a three year period. The City of London is in the process of changing its business planning process. It will take up to three years to implement these changes. Summary business plans have been produced for early engagement as a first stage of these changes.

## Recommendations

The Hampstead Heath Consultative Committee are asked to discuss the proposed summary business plan

## Main Report

### Background

1. Following the retirement of the Director of Culture, Heritage & Libraries, it was decided to integrate the various functions of the CHL Department into other parts of the Corporation. Responsibility for Tower Bridge, Monument and Keats House have transferred to the Open Spaces Department. Keats House is now being managed by the Superintendent of Hampstead Heath as part of an expanded division, "Hampstead Heath, Highgate Wood, Queen's Park and Keats House".
2. As mentioned to your Committee at your last meeting, a new framework for corporate and business planning is currently being developed, led by the Head of Corporate Strategy and Performance. The aims of this new approach include:
  - To align departmental business plans with outcomes in the strategic corporate plan;
  - To lay a "golden thread", such that everything we do and develop is well thought through, aligned with the corporate plan, and included within a departmental business plan, team plan, or individual work plan;
  - To have corporate strategy driving business planning and resource allocation, and
  - To support a culture of continuous improvement, challenging ourselves about the effectiveness of our services and the value they provide.

3. As this new approach involves in-parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented. Because of this, 2017/18 is very much a year of transition. Work has started on preparing the revised corporate plan, based on outcomes identified by the People, Place and Prosperity Strategic Chief Officer Groups. This will be brought to elected Members post-election for further development, leading to full Member approval of the plan before the start of the 2018/19 financial year. Revised departmental business planning documentation is being introduced to address Member concerns over the consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department.
4. In the initial phase, departments have been asked to produce a high-level departmental plan, to a standard template, for discussion with their Service Committees, prior to the Common Council elections in March, where Committee meeting dates permit. The template for these high-level plans has been developed through consultation with Chief Officers, their business planners, and Service Committee Chairmen. As well as key information on ambitions, budget and planned outcomes, the template includes scope for departments to report key projects, development needs, and known future events that will influence shape future service delivery. It should be noted that the format for these plans has not been finally determined, therefore Members are invited to comment on the format of the high-level plans, as well as the content.
5. Following the elections in March, Chief Officers have been asked to present the final draft of their high-level plans to their Service Committees for approval, supported by more detailed plans for 2017/18, in the previously used format. The departmental ambitions agreed at this time will then be used to inform budget setting for 2018/19, and for the development of the 2018-23 Corporate Plan. During 2017/18, consultation will also take place on the format of the more detailed departmental plans, with a view to a standard format being introduced for 2018/19 onwards.

### **Open Spaces & Heritage**

6. A working title of “Open Spaces & Heritage” for the Open Spaces Department’s Business Plan has been adopted to reflect the widening of the department’s activities to include Tower Bridge, Monument and Keats House. Colleagues across the Department have enthusiastically welcomed their new colleagues and the teams are looking forward to closer collaboration and exploring the synergies that exist across the department. It was therefore thought to be helpful to draw the activities of the whole department into a single business plan.
7. A series of performance indicators were developed to support last year’s Open Spaces Business Plan. The relevant indicators for Tower Bridge, Monument and Keats House have been drawn into this year’s plan. Work is being undertaken to move from output based monitoring to outcomes.

### **Corporate & Strategic Implications**

8. Business Plans identify how the department's activities and improvement activities will support the aspirations of the organisation, as reflected in the Corporate Plan.

### **Conclusion**

9. This report presents an early draft of the summary business plan for the Director of Open Spaces. Following the discussions at your Committee and further consultation with staff, revised plans will be submitted to City's Open Spaces committees and the Culture Heritage & Libraries Committee in May, before final approval by the Open Spaces & City Gardens Committee in July.

### **Appendices**

- Appendix 1 – Open Spaces & Heritage draft summary business plan

### **Esther Sumner**

Business Manager, Department of Open Spaces

T: 020 7332 3517

E: [esther.sumner@cityoflondon.gov.uk](mailto:esther.sumner@cityoflondon.gov.uk)

This page is intentionally left blank

**We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming**

**Our ambitions are:**

- Ecologically thriving, diverse habitats
- Provide places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise
- To share the story of London through our spaces and buildings
- To be a world leading, and innovative Cemetery & Crematorium

**What we do is:**

- Manage, protect and conserve our places for people
- Welcome users and promote access to green space and recreation
- Enrich experiences through learning, volunteering and community engagement
- Provide high quality visitor experiences and operations
- Provide valued and affordable burial and cremation services in a beautiful heritage environment

**Our budget is:**

	Expend £M	Income £M	Net £M
City Cash	25.06	-6.8	18.25
City Fund	7.1	-5.03	2.08
Bridge House	6.9	-5.8	1.1

**Service Objectives:**

- Protect and conserve the ecology, biodiversity and heritage of our sites.
- Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.
- Enrich experiences by providing high quality and engaging, visitor, educational and volunteering opportunities.
- Improve the health and wellbeing of the community through access to green space and recreation.

**Corporate programmes and projects**

- Efficient use of property and reduction in maintenance costs from the Operational Property Review
- New ways of working, including the move of the directorate to Guildhall
- Development of asset management plans for each of the sites

**What we'll measure:**

Service outcomes

- Visitor satisfaction levels
- Green Flags and Green Heritage awards
- Knowledge of learning participants
- Intention of learning participants to visit again
- Volunteering participation and experience

### Departmental programmes and projects

- Improved management capability from the Open Spaces Bill
- Increased participation and improved management to be delivered by the Sports Programme
- Increased income generation, appropriate and transparent charging to be delivered by the Promoting our Services Programme
- Reduction in energy usage and new energy generation capacity from the Energy Efficiency Programme
- Reduced fleet operating and maintenance costs to be delivered by the Fleet Programme
- Protection of open spaces and income generation from Wayleaves Programme
- Fundraising options to be delivered by the Fundraising Board
- Renewed focus on equalities – staff and service users
- Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service

### How we plan to develop our capabilities this year

- New department – develop our synergies, improve practices, welcoming new comers
- Culture – focusing on departmental collaboration and sharing of expertise
- Review of departmental policies
- Review our approach to consultation and engagement
- Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data
- Embrace and implement new technologies to modernise and enhance business processes

### What we're planning to do over the following two years

- Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts
- Develop a sustainable model for delivering learning
- Explore and develop options for Wanstead Flats and Bunhill Fields
- Conclude the process of land registration
- Utilisation of GIS for management of sites and enhancing visitor information
- Establish a fully accessible education facility at Tower Bridge
- Achieve a stand-alone visitor centre at the Monument
- Develop the cultural profile of the department's heritage attractions

### What we'll measure:

#### Service outputs

- Number and market share of burials and cremations
- Amount of sport played: tennis, golf, football
- Customer service standards

#### Operational

- Accreditations
- Staff satisfaction
- H&S accident investigation
- Sickness absence
- Utility consumption
- Electricity generation
- Website visits and social media engagement

#### Financial

- Income