



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

**Date:** WEDNESDAY, 11 MARCH 2020  
**Time:** 4.00 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chair)  
Deputy David Bradshaw  
Alderman Prem Goyal  
Michael Hudson  
Alderman Gregory Jones QC  
Wendy Mead  
Ruby Sayed  
Deputy John Tomlinson  
William Upton QC  
John Beyer (Heath & Hampstead Society)  
Councillor Richard Cornelius (London Borough of Barnet)  
Sam Cooper (English Heritage)  
Rachel Evans (Royal Society for the Protection of Birds)  
Councillor Thomas Gardiner (London Borough of Camden)  
Adeline Siew Yin Au (Ramblers' Association)  
Graeme Doshi-Smith (Ex-Officio Member)  
Oliver Sells QC (Ex-Officio Member)

**Enquiries:** Leanne Murphy tel. no.: 020 7332 3008  
leanne.murphy@cityoflondon.gov.uk

**Members and Officers are invited to supper at the rising of the meeting  
N.B. Part of this meeting could be the subject of audio or visual recording**

**John Barradell  
Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and summary of the meeting held on 22 January 2020.

**For Decision**  
(Pages 1 - 4)

4. **ANNUAL REVIEW OF THE COMMITTEE'S TERMS OF REFERENCE**

Report of the Town Clerk.

**For Decision**  
(Pages 5 - 8)

5. **SUPERINTENDENT'S UPDATE**

Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 9 - 16)

a) Appendix 1 - AWP

(Pages 17 - 82)

b) Appendix 2 - Cross Country Ground Restoration Map

(Pages 83 - 84)

c) Appendix 3 - Hampstead Heath Litter Waste Report

(Pages 85 - 120)

6. **HAMPSTEAD HEATH SWIMMING REVIEW 2020**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 121 - 130)

a) Appendix 1 - City of London Corporation Position Paper

(Pages 131 - 162)

b) Appendix 2 - Swimming forum notes - 11 February 2020

(Pages 163 - 168)

c) Appendix 3 - Projects Identified during the Swimming Review 2020

(Pages 169 - 172)

d) Appendix 4 - Benchmarking Data

(Pages 173 - 174)

e) Appendix 5 - Test of Relevance Equality Analysis Swimming Review 2020

(Pages 175 - 178)

7. **HAMPSTEAD HEATH EXTENSION, CONSULTATION ON USE OF PREMISES (ANNEX ROOM)**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 179 - 220)

8. **REVIEW OF THE 2019 EVENTS PROGRAMME & PROVISIONAL 2020 EVENTS PROGRAMME**

Report of the Director of Open Spaces.

*(N.B. – To be read on conjunction with the non-public appendix at Item 13).*

**For Decision**  
(Pages 221 - 232)

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

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

11. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

**Part 2 - Non-Public Agenda**

12. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 22 January 2020.

**For Decision**  
(Pages 233 - 236)

13. **NON-PUBLIC APPENDIX: REVIEW OF THE 2019 EVENTS PROGRAMME & PROVISIONAL 2020 EVENTS PROGRAMME**

*To be read in conjunction with Item 8.*

**For Decision**  
(Pages 237 - 242)

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

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

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## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Wednesday, 22 January 2020**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Room 1 - 2nd Floor West Wing, Guildhall on Wednesday, 22 January 2020 at 5.00 pm

### **Present**

#### **Members:**

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chair)  
Deputy David Bradshaw  
Alderman Prem Goyal  
Michael Hudson  
Alderman Gregory Jones QC  
Wendy Mead  
Deputy John Tomlinson  
William Upton QC  
John Beyer (Heath & Hampstead Society)  
Sam Cooper (English Heritage)  
Councillor Richard Cornelius (London Borough of Barnet)  
Adeline Siew Yin Au (Ramblers' Association)

#### **Officers:**

|                   |  |
|-------------------|--|
| Colin Buttery     | - Director of Open Spaces                    |
| Bob Warnock       | - Superintendent of Hampstead Heath          |
| Katherine Radusin | - PA to Superintendent of Hampstead Heath    |
| Richard Gentry    | - Constabulary and Queen's Park Manager      |
| Declan Gallagher  | - Operational Services Manager               |
| Yvette Hughes     | - Business Manager Hampstead Heath           |
| Gerry Kiefer      | - Business Manager, Open Spaces Department   |
| Paul Maskell      | - Leisure and Events Manager                 |
| Alison Elam       | - Group Accountant, Chamberlain's Department |
| Kristina Drake    | - Media Team, Town Clerk's Department        |
| Leanne Murphy     | - Town Clerk's Department                    |

#### **1. APOLOGIES**

Apologies were received from Ruby Sayed, Rachel Evans, Councillor Thomas Gardiner, Graeme Doshi-Smith, Oliver Sells QC.

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

There were none.

#### **3. MINUTES**

**RESOLVED**, that the public minutes of the meeting held on 13 November 2019 were approved as a correct record.

Members were advised that the planning application appeal for the North Fairground Site was dismissed by the Inspector. The Superintendent thanked the Heath & Hampstead Society, the Vale of Health Society and the London Borough of Camden for their support.

4. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21 - OPEN SPACES DEPARTMENT**

The Committee considered a joint report of the Chamberlain and Director of Open Spaces regarding the Departmental and Service Committee Budget Estimates and high-level summary Business Plan 2020/21 for the Open Spaces Department.

Members were advised that the budget was broadly equal to the current budget despite the Fundamental Review.

The Superintendent was pleased to confirm the East Heath Car Park resurfacing project was approved at the recent Resource Allocation Sub Committee meeting. It was noted that Capital Project bids for 2020/21 had been resubmitted for the East Heath Car Park Resurfacing, Queen's Park Public Toilet Rebuild and the Resurfacing of the Parliament Hill Athletics Track.

In response to a query concerning a reduction in the provision for the Cyclical Works Programme (CWP) and whether this was sufficient to cover these costs, Members were advised that the CWP Programme spanned over three years which accounted for the differences and that the project costs were monitored by the Corporate Asset Sub Committee. Members indicated that they needed to be kept aware of any projects that were slipping and the reasons why. Members were advised that there had been a recent prioritisation of projects on public delivery, e.g. toilets, playgrounds, but that the RAG ratings were reviewed and reprioritised quarterly.

**RESOLVED** – That Members:-

- Review and approve the Hampstead Heath, Highgate Wood and Queens Park Committee's proposed revenue budget for 2020/21 for submission to Finance Committee;
- Review and approve the Hampstead Heath, Highgate Wood and Queens Park Committee's capital and supplementary revenue projects budgets for 2020/21 for submission to Finance Committee;
- Authorise the Chamberlain in consultation with the Director of Open Spaces to revise these budgets to allow for any further implications arising from the Fundamental Review, Corporate Projects, other reviews and changes to the Cyclical Works Programme;
- Agree that minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain;

- Note the final draft high-level summary Department Business Plan for 2020/21.

5. **HAMPSTEAD HEATH TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

The Committee considered a report of the Chamberlain concerning the Hampstead Heath Trustee's Annual report and Financial Statements for the Year Ended 31 March 2019.

RECEIVED.

6. **HIGHGATE WOOD & QUEEN'S PARK TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2019**

The Committee considered a report of the Chamberlain concerning the Highgate Wood and Queen's Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2019.

RECEIVED.

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

There were no questions.

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

There were no urgent items.

9. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

10. **NON-PUBLIC MINUTES**

**RESOLVED**, that the non-public minutes of the meeting held on 13 November 2019 were approved as a correct record.

11. **SWIMMING REVIEW**

The Committee received a verbal update from the Superintendent of Hampstead Heath concerning the Swimming Review 2020.

12. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

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

There was one item.

**The meeting ended at 6.30 pm**

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Chairman

**Contact Officer: Leanne Murphy**  
**[leanne.murphy@cityoflondon.gov.uk](mailto:leanne.murphy@cityoflondon.gov.uk)**

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|--|--------------------------------|
| <b>Committee:</b><br>Hampstead Heath, Highgate Wood & Queen's Park Committee | <b>Dated:</b><br>11 March 2020 |
| <b>Subject:</b><br>Annual Review of Terms of Reference                       | <b>Public</b>                  |
| <b>Report of:</b><br>Town Clerk  | <b>For Decision</b>            |
| <b>Report author:</b><br>Leanne Murphy, Town Clerk's Department              |                                |

## Summary

As part of the post-implementation review of the changes made to the governance arrangements in 2011, it was agreed that all Committees should review their terms of reference annually. This will enable any proposed changes to be considered in time for the reappointment of Committees by the Court of Common Council.

The proposed terms of reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee are attached at appendix A to this report for your consideration.

## Recommendations

It is recommended that:

- the terms of reference of the Committee, subject to any comments, be approved for submission to the Court in April 2020 as set out in the appendix; and
- any further changes in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

## Appendices

- Appendix – Court Order 2019/20 – Hampstead Heath, Highgate Wood and Queen's Park Committee

### Leanne Murphy

Committee and Member Services Officer  
Town Clerk's Department  
E: [leanne.murphy@cityoflondon.gov.uk](mailto:leanne.murphy@cityoflondon.gov.uk)

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|               |   |
|---------------|---|
| ESTLIN, Mayor | <b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2019, doth hereby appoint the following Committee until the first meeting of the Court in April, 2020. |
|---------------|---|

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

#### **1. Constitution**

A Non-Ward Committee appointed pursuant to the London Government Reorganisation (Hampstead Heath) Order 1989 consisting of not fewer than 18 Members in the following categories:-

- not fewer than 12 Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Chairman and Deputy Chairman of the Open Spaces & City Gardens Committee (ex-officio)
- plus, for the consideration of business relating to Hampstead Heath only, at least six representatives who must not be Members of the Court of Common Council or employees of the City of London Corporation and at least six of whom are to be appointed as follows:-
  - one after consultation with the London Borough of Barnet
  - one after consultation with the London Borough of Camden
  - one after consultation with the owners of the Kenwood lands
  - three after consultation with bodies representing local, ecological, environmental or sporting interests

The Chairman of the Committee shall be elected from the City Corporation Members.

#### **2. Quorum**

A. For Hampstead Heath business the quorum consists of seven Members, at least one of whom must be a non-Common Council Member.

B. For Highgate Wood and Queen's Park business the quorum consists of three Members.

#### **3. Membership 2019/20**

- 5 (4) Michael Hudson
- 2 (2) Mark Bostock, *for two years*
- 2 (2) Wendy Mead, O.B.E., *for two years*
- 2 (2) Stuart John Fraser, C.B.E., *for three years*
- 3 (3) Ruby Sayed
- 3 (3) William Upton, Q.C.
- 7 (2) Karina Dostalova
- 4 (2) Anne Helen Fairweather
- 2 (2) David John Bradshaw, Deputy
- 2 (1) Prem Goyal, O.B.E., J.P., Alderman
- 2 (1) Gregory Percy Jones, Q.C., Alderman
- 4 (1) John Tomlinson, Deputy

Together with the ex-officio Members referred to in paragraph 1 above and the following representatives from outside organisations:-

|   |   |                            |
|---|---|----------------------------|
| Heath and Hampstead Society               | - | John Beyer                 |
| English Heritage                          | - | Sam Cooper                 |
| Royal Society for the Protection of Birds | - | Rachel Evans               |
| London Borough of Barnet                  | - | Councillor Melvin Cohen    |
| London Borough of Camden                  | - | Councillor Thomas Gardiner |
| Ramblers' Association/Open Spaces Society | - | Adeline Siew Yin Au        |

#### **4. Terms of Reference**

To be responsible, having regard to the overall policy laid down by the Open Spaces & City Gardens Committee, for:-

- (a) expressing views or making recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which relate to Hampstead Heath, Highgate Wood & Queen's Park.

**Hampstead Heath**

- (b) devising and implementing the City of London Corporation's policies and programmes of work in relation to Hampstead Heath (registered charity no. 803392) (and, in fulfilling those purposes, to have regard to any representations made to it by the Hampstead Heath Consultative Committee) in accordance with the London Government Re-organisation (Hampstead Heath) Order 1989;
- (c) exercising all the City of London Corporation's powers and duties relating to Hampstead Heath, including those set out in Regulation 5 of the London Government Re-organisation (Hampstead Heath) Order 1989, or in any Act or Statutory Instrument consolidating, amending or replacing the same;

**Highgate Wood & Queen's Park**

- (d) devising and implementing the City of London Corporation's policies and programmes of work in relation to Highgate Wood and Queen's Park (registered charity no. 232986) ) (and, in fulfilling those purposes, to have regard to any representations made to it by the Highgate Wood Joint Consultative Committee and the Queen's Park Joint Consultative Group) in accordance with the provisions of the Highgate Wood and Kilburn Open Spaces Act 1886;

**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

|   |                     |
|---|---------------------|
| <b>Committee</b>  | <b>Dated:</b>       |
| Hampstead Heath, Highgate Wood & Queen's Park Committee | 11 March 2020       |
| <b>Subject:</b><br>Superintendent's Update              | <b>Public</b>       |
| <b>Report of:</b><br>Superintendent of Hampstead Heath  | <b>For Decision</b> |
| <b>Report author:</b><br>Bob Warnock                    |                     |

## Summary

This report provides an update to Members of the Hampstead Heath Consultative Committee on management and operational activities across the Heath since January 2020.

## Recommendations

It is recommended that:

- Members provide feedback on the Annual Work Programme 2020-21 (Appendix 1).
- Members approve the recommendation for further consultation to be undertaken in relation to the development and introduction of a code of conduct for dog walkers and a licensing scheme for commercial dog walkers, as set out in paragraphs 25-26.
- Members note the Heath Café tendering timeline as outlined in paragraph 30 and give feedback on the proposal to issue ten-year leases as set out in paragraph 31.
- Members to provide feedback on the Keep Britain Tidy report appended to the report (Appendix 3).

## Main Report

### Management Framework

1. The report format has been updated to align with the Hampstead Heath Management Strategy 2018 - 2028 Outcomes.
2. The Annual Work Programme 2020-21 has been prepared (Appendix 1). Members feedback is welcomed.
3. The Divisional Plan 2020-23 has been prepared in draft form. Pending further information on the Fundamental Review, and the outcome of the Swimming Review, Officers will prepare a final draft for Members to consider at their next meeting.

**A: The Heath is maintained as a flourishing green space and historic landscape.**

Cross Country Ground Restoration

4. Following the Cross Country on 25 January 2020, the attached map (Appendix 2) has been prepared to outline the ground restoration works that will be undertaken.
5. Heath Conservation Rangers will sow 3,000m<sup>2</sup> of wildflower seed along the route of the course in suitable areas. Two seed mixes will be used, a perennial meadow mixture and an annual Cornfield mixture which will provide initial cover and act as a nursery crop for developing perennial wildflowers. Staff will sow the seeds in the spring. The poaching in certain locations creates good conditions for seed sowing which require open conditions to germinate in. Sowing is only proposed in areas where both the ground conditions and the habitat are suitable. For example, sowing will not occur where there is heavy waterlogging, areas that are regularly mown or locations where the sowing would be incongruous.
6. Areas which have been heavily poached will be chain harrowed once conditions allow (May-June). A chain harrow levels out uneven ground but requires dry ground for the operation of the machinery.
7. Whilst the cross-country race does often cause heavy poaching across sections of the route, this does not cause any lasting ecological damage and can provide ecological benefits.
8. The extent of the poaching does vary year on year. However due to a combination of active repair works and natural regrowth, the route of the course is usually fully recovered by mid-summer of the same year.
9. After the event and for many weeks after the route of the course is lined with gulls and other native birds feeding off the newly exposed invertebrates. This larger scale feeding does not normally occur.
10. The route of the cross-country course does not go across any sensitive grassland areas and indeed the early parts of it go across short regularly cut grassland with lower ecological value. The disturbance of the grass allows us to sow wildflower seeds which require open sites to seed into.
11. The erosion caused by the cross country is usually temporary in nature. The Heath is criss-crossed with many miles of desire lines that cause permanent erosion throughout the Heath. Repairs of these areas are very difficult and always temporary due to the continued use of such routes. Whilst the Cross-Country does indeed cause a temporary impact, many more miles of erosion and compaction are caused by 'general' Heath use, for which we have very little control over unlike the Cross Country.

City Surveyors Cyclical Work Programme

12. The Superintendent will provide an update on current projects within the City Surveyors Cyclical Work Programme.

#### East Heath Car Park (A DP5)

13. The Superintendent will provide and update at the meeting.

#### Planning

14. The Superintendent will provide an update on the following planning applications:

- 55 Fitzroy Park 2018/3672/P
- The Water House, Millfield Lane. 2017/3692/P

#### Trees

15. As a result of recent storms, a number of root and limb failures occurred across the Heath.

Ciara (9 February)

- 11 tree failures & 4 branch failures

Dennis (16 February)

- 3 tree failures & 3 branch failures

#### Safety works

16. The Team have undertaken the following safety works during January and February.

- Medium sized Elm – Vale approach; removed due to moving root plate.
- Medium sized Lime – Vale Forest School area; reduced due to basal decay, retained as standing habitat tree.
- Large leaning Robinia - Vale approach; removed due to moving root plate overhanging Vale Lodge.

#### Veteran Tree works

17. The following veteran tree works have been undertaken during January and February.

- Veteran Oaks – South Meadow; Halo pruning around veteran oaks.
- Hollow beech – Vale; 3rd phased crown reduction to stabilise veteran tree.

#### Fishing – Hampstead and Highgate Angling Society (HAHAS) proposal.

18. The Superintendent has received a proposal from the HAHAS to introduce float fishing to the North Bank of the Highgate Men's Pond. These proposals were discussed with the Hampstead Heath Consultative Committee at their October walk.

19. Officers are developing a Ponds and Wetlands Plan and the Superintendent proposes to consider the request in line with this Plan. A report will be prepared for the Hampstead Heath Consultative Committee to consider at their next Meeting.

#### Hampstead Heath as case study for MSc at the Bartlett, University College London

20. On the 28 January 2020 we hosted a University College London (UCL) workshop for MSc Sustainable Heritage students who are looking at Priority 2 from the

Hampstead Heath Management Strategy 2018 -2028 and focusing on three of the Commitments on page 17 of the Strategy, for a series of group exercises.

21. The three chosen themes are management of views, protection of heritage features and planning and development challenges on the Heath's boundaries. The students are working in groups and will produce assignments on the three themes and there is a further opportunity to further develop the themes into dissertation topics. This is a joint collaboration between UCL, The Heath & Hampstead Society and the City of London Corporation.

## **B: Improved quality of life for visitors.**

### Playgrounds

22. The Superintendent will provide an update on the Adventure Playground, Preachers Hill Playground and the Vale of Health Playground.

### Weddings and Civil Ceremonies

23. There are currently 11 confirmed bookings for 2020 ceremonies.

### Commercial Dog Walking Licence Scheme

24. A period of engagement and consultation has taken place with users of our open spaces, seeking their views on the introduction of a code of conduct for dog walkers and a licence for commercial dog walkers. In addition to this engagement, benchmarking has been carried out, consulting with Local Authorities pan London. The data received will enable us to benchmark fees and charges for commercial dog walker licences; in addition, the question has been asked of other London Boroughs regarding the maximum numbers of dogs that can be walked in their open spaces. A key issue for members of the Hampstead Heath Consultative Committee was the number of dogs that could be walked by one person at one time.
25. The Superintendent would like to carry out further consultation and proposes that a small working party look in detail at the draft code of conduct and the licensing scheme arrangements whilst Officers consider their use of current legislation in managing dog walking within our open spaces.
26. It is recommended that Members agree to further consultation, in relation to the development and introduction of a code of conduct for dog walkers and a licensing scheme for commercial dog walkers.

### Fitness Training

27. Engagement and consultation has begun regarding the introduction of a licensing scheme and code of conduct for fitness instructors who use the open space for their commercial activity. Feedback from a small working group has been positive with the group recognising the need for open spaces to be zoned for fitness activities. There was also the suggestion of creating a licensed operators forum that could help enhance the quality of services being offered within our open spaces.

28. Officers will continue with the engagement and consultation process, seeking views of open space users and liaising with colleagues from other London Boroughs as a code of conduct and licensing scheme is developed further.

#### Heath Cafés

29. The leases for the Parliament Hill, the Golders Hill Park and Parliament Hill Fields Lido Cafés will expire on 12 January 2021.
30. The City of London Corporation (Open Spaces) Act 2018 was passed in March 2018. The introduction of this Act gives the City of London Corporation the opportunity to consider longer leases for the café premises Hampstead Heath.
- 27 January 2020, Present to Hampstead Heath Consultative Committee proposed timeline for delivery of the Hampstead Heath café tenders.
  - March 2020, Appoint a Consultant to carry out user engagement.
  - April – May 2020, User engagement takes place.
  - April – May 2020, Develop specification and Invitation to Tender Documents.
  - 20 April 2020, Verbal update to Hampstead Heath Consultative Committee on findings from the consultation to date and set out draft tender methodology.
  - 3 June 2020, Report to Hampstead Heath, Highgate Wood & Queen's Park Committee and set out tender methodology.
  - June – July 2020, Café tender process.
  - August 2020, Evaluation of compliant bids.
  - August 2020, Update the Café Working Group.
  - 9 September 2020, Report tender outcome to the Hampstead Heath, Highgate Wood & Queen's Park Committee.
  - September – October 2020, Lease agreement and legal sign off.
  - January 2021, Commence new lease arrangements.
31. It is proposed that any future lease arrangements be for a period of at least ten years, with suitable break clauses, subject to satisfactory performance and service delivery.
32. When developing the tender documents, Officers will consider the following key deliverables, which have been discussed with the Café Working Group:
- Strong links with the local community
  - Passionate about making the café an integral part of the community
  - Environmentally aware
  - Offer quality food at affordable prices
  - Be innovative and creative
  - Cater for a diverse community
  - A diversity of seasonal activities
  - Provide a family friendly offer
  - Offer a range of payment options

### **C: The Heath is inclusive and welcoming to a diverse range of visitors.**

#### Golders Hill Park Accessible Car Park

33. The Superintendent is in the process of commissioning a specialist consultant, to prepare and design options for further consideration.

#### Open Spaces Learning Team

34. The learning team have had a successful three months on Hampstead Heath.
35. The Green Talent programme for at-risk young people has been hosting weekly sessions for an Early Help Intervention Group referred by Harringay Council. The young people have been identified as at risk of poor outcomes. The Green Talent Programme supports the young people in developing personal strengths and skills that help prepare them for adult life, as well as having a positive impact on their confidence and wellbeing. The group have been involved in maintaining one of the teaching gardens, which has enabled them to spend time in nature, learn new skills, and reflect on their skills and aspirations.
36. The schools programme has continued to host school groups to take part in our programme of facilitated learning sessions. Recent visiting schools have included a pupil referral unit for primary school students who have struggled to succeed in mainstream schools. The students enjoyed being out in nature and taking part in activities which provided ownership and challenge, including den building and fire lighting. The team have been planning ahead for a busy summer term, including marketing to local schools with high pupil premium and developing an immersive 'nature day' where students can explore more remote areas of the heath and take part in a range of team building activities within the Old Orchard Garden.
37. The play programme continues to flourish with strong visitor numbers at the One O' Clock Club and a successful Christmas party. The team are preparing for works to the outdoor play area at the Adventure Clubhouse, which have been designed to promote more nature play and connection with the Heath. Our Volunteer and Community Development Officer has worked with the play team to create a new Play Volunteer role; we already have one young volunteer interested - a local person who visited the Clubhouse regularly as a child and feels inspired to contribute.
38. The Team have also delivered safeguarding training sessions for staff in the Hampstead Heath Division who are in regular contact with visitors.

#### Events

39. A review of the 2019 season has been prepared as part of the agenda pack.

### **D: Greater number and diversity of people taking care of the Heath.**

#### Enjoying Green Spaces and the Natural Environment - Grant Funding

40. The Open Spaces Department's "Enjoying Green Spaces and the Natural Environment" funding theme, managed by the Central Grants Unit awards

grants annually, of between £2k and £15k to community, charity and voluntary groups under 4 sub themes:

- a) Connecting communities with their green spaces
- b) Improving the conservation value of the green spaces
- c) Improving our knowledge of the biodiversity of the green spaces
- d) Improving mental health through the use of green spaces

- 41. Eighteen submissions were received requesting grants totalling £225,000. A budget of up to £132,000 was available to award. Eleven applications across all divisions have been awarded a total of £120k.
- 42. Heath Hands were successful in their grant application and have been awarded funding of £12,500 to extend their outreach programme that targets disadvantaged neighbourhoods surrounding Hampstead Heath and engage them with the green space and provide a range of volunteering opportunities.
- 43. An application from the Royal Society for the Protection of Birds for a joint West Ham Park and Queen's Park initiative was unsuccessful.

#### Hampstead Heath Constabulary

- 44. There have been no recent reports of robberies on the Heath and hi-visibility, reassurance patrols continue, particularly after the hours of darkness.
- 45. The Queen's Park and Constabulary Manager will provide an update on recent prosecutions at the meeting.

#### Waste & Recycling

- 46. The Superintendent will provide an update on the project at the meeting.
- 47. Keep Britain Tidy have prepared a report, which is attached at appendix 3. The Superintendent seeks Members views on the report findings and next steps, which is to prepare a communications plan.

#### **Highgate Wood**

- 48. The Roman Kiln Project is progressing with the current focus on the feasibility of housing the Kiln in the site office. The City Surveyors Department have provided some outline costs for this option, following a site visit in early February. The Highgate Wood Manager and Friends of the Highgate Roman Kiln (FOHRK) are developing this repurposing option as a more affordable alternative to rebuilding the Education Building.
- 49. The Highgate Wood Manager is engaging with the City Surveyors Department to arrange for repairs for the electric security gates at the Onslow Gate entrance. It is hoped the gate will be repaired and operational by the Easter Holidays, following a long period out of service.

50. Highgate Wood was closed during storms Ciara and Dennis, and did sustain some tree damage, which has been made safe. A total of 7 tree failures and 5 branch failures occurred.

### **Queen's Park**

51. The Queen's Park Area Residents' Association have kindly donated £3,000 towards the installation of a toddlers swing in the Children's Sandpit. This will be matched funded from the Queen's Park Local Risk Budget. Quotes have been sought and a supplier considered for the supply and delivery of the swings.
52. A draft Woodland Walk Management Plan will be presented to the Queen's Park Consultative Group at their April meeting. This plan will set out some aspirations for the ongoing management of this significant and valued area of the Park.
53. The Park Manager is in the process of seeking expressions of interest from the local community from those who would want to be actively involved in a Queen's Park, friends of group. This group would support the City Corporation in the preservation, promotion and protection of Queen's Park.
54. The Park Café is currently being run under a tenancy at will by Hoxton Beach. Tender documents, which will include specification information and Invitation to Tender are being prepared in advance of the tender process commencing. Officers have been in consultation with the City Surveyors Dept. and the Comptrollers Dept. to consider how a lease can reflect both the property aspects, as well as performance and service delivery.
55. The Woodland Walk was closed during the recent storms. A tree failure occurred during storm Ciara and a branch failure occurred during storm Dennis.

### **Appendices**

- Appendix 1 – Annual Work Programme 2020-21.
- Appendix 2 – Cross Country Ground Restoration Map.
- Appendix 3 – Keep Britain Tidy report.

### **Bob Warnock**

Superintendent of Hampstead Heath

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### Communications - Cyclical

| Ref      | Location                         | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible       | Link to 2018 Mgmt. Strategy |
|----------|----------------------------------|--|---------------------|--------------------------|-----------------------------|
| COM-CW1  | Adventure Play Project           | Provide communications input for the forthcoming 2020 Adventure Play Project.  | Throughout the Year | Comms Officer            | Outcomes B & C              |
| COM-CW2  | Filming Events                   | Provide communications for filming events on the Heath.  | Throughout the Year | Supervisor & Team Leader | Outcomes B & C              |
| COM-CW3  | Communications Utilising IT etc. | Liaise with IS to provide technical support and training for staff to maximise the benefits of IT to support our work.   | Throughout the Year | Comms Officer            | Outcomes B & C              |
| COM-CW4  | New Media                        | Lead on provision of social media – Twitter, Facebook and Instagram. Set up and populate social media planner to schedule campaigns.   | Throughout the Year | Comms Officer            | Outcomes B & C              |
| COM-CW5  | Diary                            | Lead on review and update of the 2020 diary for the Division, learning from the diary review 2018 and to align with the launch of the new City of London Corporation website.                                      | Feb-21              | Comms Officer            | Outcomes B & C              |
| COM-CW6  | Representation                   | Represent Division on Communications Improvement Group.  | Quarterly           | Comms Officer            | Outcomes B & C              |
| COM-CW7  | Representation                   | Act as secretary for the newly formed Divisional Leisure Filming & Communication Working Group. Organising, and taking minutes of meetings.  | Quarterly           | Comms Officer            | Outcomes B & C              |
| COM-CW8  | Representation                   | Represent the Division on the GIAG Working Group to be responsible for the marketing element of the event.   | Monthly             | Comms Officer            | Outcomes B & C              |
| COM-CW9  | Internal communications          | Lead on production of a staff e-newsletter for the Division.   | Throughout the year | Comms Officer            | Outcomes B & C              |
| COM-CW10 | External Communications          | Provide communication support to staff across the Division to enable them to develop communications plans for projects when necessary. Assist in creating clear and concise signage for projects across the Heath. | Throughout the year | Comms Officer            | Outcomes B & C              |
| COM-CW11 | External Communications          | Provide communication support to the Superintendent and the Hampstead Heath, Highgate Wood & Queen's Park Committee Chairman.  | Throughout the year | Comms Officer            | Outcomes B & C              |

### Communications - Projects

| Ref     | Location                                | Details of Proposed Work: April 2020 - March 2021  | Timing of work | Who is Responsible      | Link to 2018 Mgmt. Strategy |
|---------|---|--|----------------|-------------------------|-----------------------------|
| COM-PR1 | Communication Plan                      | Lead on the rollout of the Communications Plan for the Division.   | 2020           | Communication s Officer | Outcomes B & C              |
| COM-PR2 | Management Strategy                     | Continue to promote the 2018 - 2028 Management Strategy for Hampstead Heath.                                       | 2020           | Comms Officer           | Outcomes All                |
| COM-PR3 | New website                             | Write and upload content to new City Corporation website which will go live in April 2020.                         | Apr-20         | Comms Officer           | Outcomes B & C              |
| COM-PR4 | Waste and recycling improvement project | Create communications campaign to support the improvements made to waste and recycling on Hampstead Heath.         | 2020           | Comms Officer           | Outcomes B & C              |
| COM-PR5 | Signage                                 | Replacement of the Heath's main signs (and maps) to comply with OS Department Identity. D1 signs are the priority. | Ongoing        | Comms Officer           | Outcomes B & C              |
| COM-PR6 | Swimming Project                        | Provide communications support for the Swimming Review.  | 2020           | Comms Officer           | Outcomes B & C              |

### Event Management

| Ref      | Location                | Details of Proposed Work: April 2020 - March 2021   | Timing of work                      | Who is Responsible       | Link to 2018 Mgmt. Strategy |
|----------|-------------------------|---|-------------------------------------|--------------------------|-----------------------------|
| EVT MAN1 | OEG Officer Event Group | To meet with OEG once a month and consider applications for Events in accordance with the Open Spaces Policy part two: Hampstead Heath.   | Monthly                             | Leisure & Events Manager | Outcomes B & C              |
| EVT MAN2 | Events Programme        | To prepare a yearly events programme providing sports cultural and wellbeing activities.  | Feb-20                              | Leisure & Events Manager | Outcomes B & C              |
| EVT MAN3 | Events Programme        | To Manage events across Hampstead Heath in Line with Events Policy Part One and Part Two.   | Throughout the Year                 | Leisure & Events Manager | Outcomes B & C              |
| EVT MAN4 | Events Report           | To prepare and write the annual Events report for Consultative and Management Committees.   | Feb-20                              | Leisure & Events Manager | Outcomes B & C              |
| EVT MAN5 | Events Management       | To manage the three Bank Holiday Fairs through liaison with the Showmen's Guild and the independent ground condition inspector.   | Easter<br>Whitsun & Summer<br>Fairs | Leisure & Events Manager | Outcomes B & C              |
| EVT MAN6 | Events Management       | To liaise with event organisers to ensure an understanding of the process for event applications and criteria for a license being granted.  | Throughout the year                 | Leisure & Events Manager | Outcomes B & C              |
| EVT MAN7 | Events Management       | Liaise with event organisers of major, large and minor events to ensure that events are safe and appropriate to the character of Hampstead Heath and align with the Heath Vision. | Throughout the year                 | Leisure & Events Manager | Outcomes B & C              |

### Conservation & Ecol - Cyclical

| Ref      | Location  | Description of work   | Freq. | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year    | Team    | Link to Management Strategy 2018 |
|----------|---|---|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|---------|----------------------------------|
| C&E-CW1  | Areas affected by the Ponds Project   | Continue to maintain areas affected by the Pond Project, including mowing spillways and dams as required; monitoring wetland vegetation, turf and seeded areas; addressing any failures, e.g. of planted trees; mending fences as required, removing fences from wetland vegetation, watering new shrubs and trees if required. |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/R     | Outcome A                        |
| C&E-CW2  | Hedgerows Heath-wide  | Remove non-native tree seedlings  | 1-12  | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C       | Outcome A                        |
| C&E-CW3  | Hedgerows Heath-wide  | Carry out any necessary management to promote trees which could grow into veteran trees   | 1-6   | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C       | Outcome A                        |
| C&E-CW4  | Conservation grassland Heath-wide   | Remove invading tree seedlings and saplings   | 1-12  | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/V     | Outcome A                        |
| C&E-CW5  | Conservation grassland Heath-wide   | Maintain programme of cutting conservation grassland in a cycle of 1-3 years  | 1     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020/21 | C/E     | Outcome A                        |
| C&E-CW6  | All or several ponds  | Continue dragonfly monitoring   | 15-20 |     |     |     | y   | y   | y   | y   | y   | y   | y   |     |     | 2020    | E/V     | Outcome A                        |
| C&E-CW7  | Heathwide   | Continue additional volunteer led butterfly transect.   | 20    |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | E/V     | Outcome A                        |
| C&E-CW8  | Heathwide   | Implement specific Purple Emperor and Purple Hairstreak butterfly recording scheme.   | 5-10  |     |     |     |     | y   | y   | y   | y   |     |     |     |     | 2020    | V/E     | Outcome A                        |
| C&E-CW9  | Heathwide   | Complete Heath wide moth recording programme using specialist recorder  | 7     |     |     | y   | y   | y   |     |     |     |     |     |     |     | 2020    | C + Con | Outcome A                        |
| C&E-CW10 | All or several ponds  | Use a boat to check for and remove line & tackle & other debris.  | 3     |     |     | y   |     |     |     | y   |     | y   |     |     |     | 2020/21 | C/R     | Outcome A                        |
| C&E-CW11 | All or several ponds  | Improve marginal vegetation   | 1     |     |     | y   | y   | y   | y   |     |     |     |     |     |     | 2020/21 | C       | Outcome A                        |
| C&E-CW12 | All or several ponds  | Monitor the health of the ponds including algae scums, and ensure warning notices are promptly put up & taken down  |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | ERC     | Outcome A                        |
| C&E-CW13 | All or several ponds  | Maintain water mixing equipment   | 12    | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C       | Outcome A                        |
| C&E-CW14 | All or several ponds  | Monitor water oxygen  | 7     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | E       | Outcome A                        |
| C&E-CW15 | All or several ponds  | Attempt to alleviate problems such as duckweed blooms and oxygen crashes when required  |       |     |     |     |     | y   | y   | y   | y   | y   | y   |     |     | 2020    | C/E     | Outcome A                        |
| C&E-CW16 | Several ponds, including Highgate no 1, Hampstead no 1, Vale of Health, Viaduct | Carry out work required by Supervising Engineer to reduce flood risk  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/R     | Outcome A                        |
| C&E-CW17 | Heath-wide  | Control Himalayan balsam, Japanese knotweed, giant hogweed, Michaelmas daisy, sycamore and, where necessary, creeping thistle, bramble, common hogweed, ragwort and bracken   |       |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C/E     | Outcome A                        |
| C&E-CW18 | Selected locations Heath-wide   | Maintain bramble at roughly current extent  | 2     |     |     |     |     |     |     |     |     |     |     |     |     | 2020    | C/V     | Outcome A                        |

### Conservation & Ecol - Cyclical

| Ref      | Location                          | Description of work   | Freq. | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year    | Team  | Link to Management Strategy 2018 |
|----------|-----------------------------------|---|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|-------|----------------------------------|
| C&E-CW19 | Selected locations Heath-wide     | Monitor selected features, including certain invasive species, extent of bramble, Small Tumulus Field grassland, Tormantil slopes, Sparrows site, experimental cutting area, amphibians and reptiles. | 1     |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | E/C   | Outcome A                        |
| C&E-CW20 | Selected locations Heath-wide     | Improve corridors for hedgehogs through opening up small gaps in selected fencing.  |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E/C   | Outcome A                        |
| C&E-CW21 | Heath-wide                        | Planning, facilitating and overseeing the work of Heath Hands   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/R/E | Outcome A                        |
| C&E-CW22 | Vale-Upper Vale of Health         | Cut bramble etc. round Pound to maintain views to it  | 1     |     |     |     |     |     |     |     | y   | y   | y   |     |     | 2020    | C     | Outcome A                        |
| C&E-CW23 | Vale-Upper Vale of Health         | Continue to reduce bramble growing on the Belmore slopes.   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW24 | Vale-Upper Vale of Health         | Mow the majority of fertile grassland (including along paths) annually in September, removing arisings  | 1     |     |     |     |     |     |     |     |     | y   |     |     |     | 2020    | C     | Outcome A                        |
| C&E-CW25 | Vale-Upper Vale of Health         | Weed heather 2 to 3 times yearly as required and cut round existing patches to prevent encroachment   | 2-3   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW26 | Vale-Upper Vale of Health         | Cut areas of hogweed in rough grassland 2-3 times p.a. to prevent spreading   | 2-3   |     |     |     |     |     | y   | y   | y   | y   |     |     |     | 2020    | C     | Outcome A                        |
| C&E-CW27 | Vale-Upper Vale of Health         | Ensure trees & shrubs in bramble areas do not become more numerous  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW28 | Vale-Upper Vale of Health         | Skirt bramble carefully by hand on Atypus slopes, & remove tree & shrub seedlings. Cut back overhanging branches if they have extended from previous year.  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW29 | Vale-Upper Vale of Health         | Coppice gorse on rotation. Site F-2020. When zones are coppiced, remove trees and saplings but retain a few song-posts, e.g. hawthorn, elder. Cut bramble & remove.                                   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW30 | Vale-Upper Vale of Health         | Cut and grub bramble from lower slopes of gorse patch to prevent encroachment onto the grassland  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW31 | Vale-Upper Vale of Health         | Control invasive species, e.g. sycamore and laurel southern woodland, adjoining Vale of Health Approach Road  | 1     |     |     |     |     |     |     |     |     | y   | y   | y   | y   | 2020    | C     | Outcome A                        |
| C&E-CW32 | Vale-Upper Vale of Health         | Remove robinia suckers from pine area   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 |       | Outcome A                        |
| C&E-CW33 | Vale of Health N of Approach Road | Cut triangle of grassland above Approach Road   | 1     |     |     |     |     |     |     | y   | y   | y   |     |     |     | 2020    | C/R?  | Outcome A                        |
| C&E-CW34 | Vale of Health pound slopes       | Block off the unauthorised and expanding bike track above the sheep pound. Lay trees and shrubs where appropriate   | 1     | y   | y   | y   |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW35 | Vale of Health pound slopes       | Create invertebrate scrape on section above the sheep pound. Remove small birch trees, ivy and scrub and scrape site. This will also partially restore a lost viewpoint                               | 1     | y   | y   | y   |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C     | Outcome A                        |
| C&E-CW36 | Vale of Health Valley             | Flail toe of dam as required by Dam Engineer  | 2-4   |     |     |     | y   |     |     |     | y   | y   | y   |     |     | 2020    | C     | Outcome A                        |

### Conservation & Ecol - Cyclical

| Ref      | Location                                       | Description of work   | Freq. | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year    | Team | Link to Management Strategy 2018 |
|----------|--|---|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|------|----------------------------------|
| C&E-CW37 | Vale of Health Valley                          | Keep central area open. Retain nettle/comfrey area on south-west side. Mow south-eastern side as required to control bramble.   | 2-3   |     |     |     |     | y   | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW38 | Fleet Stream- Middle Bird Sanctuary            | Remove and prevent regrowth of sycamores throughout to encourage ground flora.  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW39 | Fleet Stream-Middle Bird Sanctuary/Bird Bridge | Coppice or remove selected young trees from stream edge. Lift alders and cut back scrub and bramble from stream edge and royal fern. Place/maintain log weir in front of Bird Bridge  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW40 | Fleet Stream- Upper Viaduct                    | Re-coppice trees and cut back bramble from stream edge and wider 4m area. Remove hollies from stream edge. Place new log weir and remove vegetation from upper pool if occupying more than 50% of pool. Remove selected willows from marsh area adjacent to the pond and coppice remainder. | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW41 | Fleet Stream Lime avenue culvert               | Maintain open culvert/pipe under Lime Avenue through removal of accumulated sediment. Review in 2020  | 1     |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW42 | Catchpit- New sediment trap,                   | Check and remove sediment as required   | 12    | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW43 | Viaduct Pond                                   | On south-west side of Viaduct pond, cut back hedge below bench to create view of pond.  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW44 | Viaduct Pond                                   | Cut bramble and blackthorn suckers etc. in grassland by hedge   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW45 | Viaduct Pond                                   | Remove or coppice young sycamores in enclosures to west of pond   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW46 | Viaduct Pond                                   | Cut bramble and tree growth back from new emergent planting south of bridge   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW47 | Viaduct Pond                                   | Control Japanese knotweed in enclosed area.   | 1     |     |     |     |     |     |     |     | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW48 | Viaduct Pond                                   | Pull Himalayan balsam from marsh area   | 3-4   |     |     |     |     |     | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW49 | Viaduct Pond                                   | Remove bramble and saplings from gorse area east of Viaduct. Coppice any degrading gorse, and consider planting more  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW50 | Viaduct Pond                                   | Weed planted heather on exposed east bank   | 2     | y   | y   |     |     |     |     | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW51 | Viaduct Pond                                   | Maintain kingfisher/invertebrate bank along sandy bank to south of bridge. Cut back scrub growth and weed if required to allow reptile monitor access.  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW52 | Viaduct Pond                                   | Remove robinia suckers growing around pond edge   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW53 | Springett's Wood                               | Cut grass/scrub 2-3 times avoiding bluebell leaves.   | 2-3   |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW54 | Springett's Wood                               | Clear & mow paths   | 1-2   |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |

### Conservation & Ecol - Cyclical

| Ref      | Location                                       | Description of work  | Freq. | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year    | Team | Link to Management Strategy 2018 |
|----------|--|--|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|------|----------------------------------|
| C&E-CW55 | Springett's Wood                               | Keep bramble in damp area near pond in check by cutting back, & remove sapling & seedling trees & shrubs & scrub                                     | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW56 | Springett's Wood                               | Coppice scrub near entrance to thicken them up   | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 |      | Outcome A                        |
| C&E-CW57 | Springett's Wood                               | Remove & dispose of <i>Crassula helmsii</i> if present in pond   | 1     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW58 | Springett's Wood                               | Maintain pond; reduce vegetation in pond if required.  | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW59 | Springett's Wood                               | Check tree guards & tree ties, & clear scrub around young trees  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW60 | Springett's Wood                               | Lay hedge at rear of area, near back fence   | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW61 | Springett's Wood                               | Lay hedge along western boundary, by aerial  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW62 | Springett's Wood                               | Remove laurels from area to increase light   | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW63 | Vale- Radio mast area                          | Remove sycamore monoculture adjacent to Spaniards Road next to the radio mast. Assess replacement with native shrubs and bulbs.                      | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW64 | Vale- Radio mast area                          | Remove laurel growing next to mature oak and orienteering post.  | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW65 | Vale- Radio mast area                          | Review opening up sightlines of the old track/road running above the old hockey pitch through selected holly removal.                                | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW66 | Vale- Old Hockey Field wild flower area        | Pull thistles before cutting   | 1     |     |     |     |     |     | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW67 | Vale- Old Hockey Field wild flower area        | Cut meadow late winter or Autumn   | 1     |     | y   | y   |     |     |     |     | y   | y   | y   |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW68 | Vale- Kenwood boundary fence line              | Remove laurels encroaching and growing onto Heath land.  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW69 | Vale Fairground woodland                       | Create glade behind line of Lucombe oaks through removal of young sycamores. Protect sapling wild service tree                                       | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW70 | Vale of Health Pond                            | Maintain glade near pond inlets  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW71 | Vale of Health Pond                            | Trim back bramble near bench above fishing pegs  | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW72 | Vale of Health Pond                            | Coppice saplings and lift trees competing with gorse on the south bank. Remove sycamore saplings from pond edge to south. Coppice gorse if required. | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW73 | Woodland south of Vale of Health Approach Road | Remove ivy from 20% of trees each year   | 1     |     | y   |     |     |     |     |     | y   | y   | y   |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW74 | Woodland east of Vale of Health Approach Road  | Remove laurels from throughout woodland  | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW75 | Tormentil Slopes                               | Cut bramble and rosebay willowherb as necessary with view to eradicating   | 2     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |

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| C&E-CW76 | Tormentil Slopes   | Cut areas of coarse grass repeatedly  | 4     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW77 | 'Secret glade' W of path between Viaduct pond & Hollow Beech | Maintain glade through bramble/sapling removal  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW78 | Pryor's Field  | Check area where common spotted orchid grows to ensure it is not being outcompeted; manage appropriately if so. Remove Michaelmas daisy                     | 1     |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | E/C  | Outcome A                        |
| C&E-CW79 | Pryor's Field  | Clear sycamore saplings and laurel if present from woodland strip along north edge  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW80 | Pryor's Field  | Pull any Himalayan balsam in damp patch. Pull Himalayan balsam in central bramble patch only if whitethroat not breeding.                                   | 2-4   |     |     |     |     |     |     | y   | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW81 | Pryor's Field  | Re-coppice blackthorn scrub alongside Mixed pond west boundary  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW82 | Pryor's Field  | Cut 1/3rd of the scalloped eastern edge of Pryor's Field between the path and shrubs (excluding the area dominated by blackthorn) on a rotational basis     | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW83 | Pryor's Field  | Remove seedling/sapling trees as required in grassland and gorse along northern edge, and maintain gorse by clearing bramble. Replenish gorse as necessary. | 1     | y   | y   | y   |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW84 | Pryor's Field  | Reduce the extent of bramble in south-west of Field, near car park, cutting by hand as ant hills are present.   | 1     |     |     |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW85 | Pryor's Field  | Cut or remove any purple Michaelmas daisy, and white Michaelmas daisy not growing in main patch   | 1     |     |     |     |     |     |     |     |     | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW86 | Pryor's Field  | Cut areas dominated by hogweed or remove flowers before seeding and take off site in all areas except that specified on map in management plan              | 1-2   |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW87 | Pryor's Field  | Cut round large white Michaelmas daisy patch  | 1     |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW88 | Hampstead No.2 pond  | Create sturdy and large bird raft to support larger wildfowl such as swans. Construct and install a raft to help screen the outfall.                        | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 |      | Outcome A                        |
| C&E-CW89 | Preacher's Hill  | Cut cow parsley/ rough grassland and ash saplings alongside Willow Road after cow parsley has flowered. Cut saplings by hand if necessary (car parking)     | 3-4   |     |     |     |     |     | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW90 | Preacher's Hill  | Control invasive bramble on edge of Willow Road near junction with Christchurch Hill.   | 1     |     |     |     | y   | y   |     |     |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW91 | Pitch 11   | Coppice woodland section to the south of Pitch 11 to restore butterfly transect route   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW92 | Mixed Pond meadow  | Cut grassland regularly, to keep back bramble encroachment  | 2-3   |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |

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| C&E-CW93  | Mixed Pond                       | Remove non-native shrubs and trees from mixed pond enclosure area in partnership with Mixed pond association. Plant in native trees/shrubs.   | 2-4   | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcomes A + D                   |
| C&E-CW94  | Mixed Pond                       | Coppice tree regrowth from new emergent planting  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW95  | Tumulus                          | Repeat Tumulus grazing trial in May to assess earlier grazing.  | 1     |     |     |     |     | y   |     |     |     |     |     |     |     | 2020    | C    | Outcomes A + D                   |
| C&E-CW96  | Tumulus Field Pond               | Cut vegetation surrounding pond   | 1     | y   | y   | y   | y   |     |     |     |     |     |     |     |     | 2021    | C    | Outcome A                        |
| C&E-CW97  | Small Tumulus Field              | Mow central grass area south of main path and north of desire line repeatedly to reduce thistle extent. Leave extensive thistle nearest Hedge No.2  | 4-5   |     |     |     | y   | y   | y   | y   | y   |     |     |     |     | 2020    |      | Outcome A                        |
| C&E-CW98  | Small Tumulus Field              | Control hogweed by cutting flowers off  | 2     |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW99  | Small Tumulus Field              | Remove tree seedlings/saplings from bramble edges   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW100 | Small Tumulus Field              | Coppice selected lengths of woody edges by hedge 3 & repeat as required to maintain edge habitat  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW101 | Small Tumulus Field              | Re-lay short but wide band of Hedge 3 to create better edge habitat   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW102 | Small Tumulus Field              | Mow area of rosebay willowherb cut in 2016 until restored to grassland  | 1     |     |     |     |     |     | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW103 | Copse above Parliament Hill Café | Coppice 5-10m width hawthorn & ash saplings on south side of path to create denser habitat and open up path   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW104 | Parliament Hill, near Dump       | Mow 50% of seeded grass area repeatedly to reduce thistle extent  | 4-5   |     |     |     | y   | y   | y   | y   | y   |     |     |     |     | 2020    |      | Outcome A                        |
| C&E-CW105 | Parliament Hill shrub islands    | Lay one shrub island on western path and cut back sloe encroaching into grassland as necessary.   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW106 | Parliament Hill viewpoint        | Restore views to Barbican Tower. Pollard, top or coppice willow.  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C/T  | Outcome A                        |
| C&E-CW107 | Hedge No.1                       | Lay lower third of hedgeline  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 |      | Outcome A                        |
| C&E-CW108 | Highgate no 1 pond               | Maintain 2 open viewing windows and prevent shading of marginals by coppicing willows on 3 year rotation. Windows should be re-coppiced if required to maintain view.                             | 1-2   | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C/R  | Outcome A                        |
| C&E-CW109 | Men's pond                       | Work with the Highgate Men's Pond Association to assess and improve biodiversity of the eastern wooded bank. Remove sycamores and non-native understorey and replace with native shrubs and trees |       | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C/E  | Outcomes A + D                   |
| C&E-CW110 | South Meadow                     | Mow all grassy glades except large areas north of stream to allow access & maintain grassland. Retain strip of long grass round edges.  | 1     |     |     |     |     |     | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW111 | South Meadow                     | Release scaly male fern from brambles   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |

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| C&E-CW112 | South Meadow                                 | Pull or cut small balsam in Kenwood SSSI strip before it flowers  | 1     |     |     |     |     |     | y   | y   |     |     |     |     |     | 2020    | C          | Outcome A                        |
| C&E-CW113 | Orchard                                      | Continue to coppice area of hazel/ash on a 7 year rotation. Plant additional hazel to fill gaps. Section 3 2020/21  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C          | Outcome A                        |
| C&E-CW114 | Orchard                                      | Clear around recently planted hazels  | 1     |     |     |     |     |     | y   | y   |     |     |     |     |     | 2020    | C          | Outcome A                        |
| C&E-CW115 | Orchard                                      | Remove one large sycamore   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C          | Outcome A                        |
| C&E-CW116 | Orchard                                      | Raise crowns of selected beeches where shading coppice areas  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/JM/Arb/C | Outcome A                        |
| C&E-CW117 | Old Orchard Garden                           | On-going maintenance including planting, pruning, weeding & mowing  | 5     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | V          | Outcome A                        |
| C&E-CW118 | Cohen's Field ponds                          | Monitor for invasive species and remove as necessary  | 1     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C          | Outcome A                        |
| C&E-CW119 | Cohen's Field ponds                          | Autumn or late winter cut to pond edges to maintain a grassy fringe.  | 1     |     | y   | y   |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C          | Outcome A                        |
| C&E-CW120 | Upper (western) Cohen's Field                | Maintain ditch to upper new pond to retain nearby crossing point  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020    | C/R        | Outcome A                        |
| C&E-CW121 | Upper (western) Cohen's Field                | Continue to control expanding patch blackthorn, centre of Field towards northern edge   |       |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C          | Outcome A                        |
| C&E-CW122 | Lower (east) Cohen's Field                   | Grub out sapling trees from western fringe, transplant larger recently planted saplings.  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C          | Outcome A                        |
| C&E-CW123 | Stream line from Cohen's Wood to Ladies pond | Recoppice streamline area. Maintain dams & aquatic vegetation to improve water quality along catchments. Further clearance & dam creation may be necessary. | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C          | Outcome A                        |
| C&E-CW124 | Fitzroy allotments                           | Undertake small wildlife camera survey in conjunction with allotments association to assess connectivity of hedgehog populations                            | 1-4   |     |     |     |     |     | y   | y   | y   | y   |     |     |     | 2020/21 | E          | Outcomes A + D                   |
| C&E-CW125 | Fitzroy allotments                           | In conjunction with Fitzroy Park Residents Association undertake roadside hedge laying  |       | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C          |                                  |
| C&E-CW126 | Model Farm Compartment: farm section         | Eradicate knotweed and balsam.  | 1     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C          | Outcome A                        |
| C&E-CW127 | Model Farm Compartment: farm section         | Yearly cut to 50% of area.  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C          | Outcome A                        |
| C&E-CW128 | Model Farm Compartment: farm section         | Remove vegetation growing on walls  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020    | C          | Outcome A                        |
| C&E-CW129 | Model Farm compartment: top meadow           | Continue to manage as open grassland by cutting late. Collect arisings and compost in area  | 1     |     |     |     |     |     |     |     |     |     |     | y   |     | 2020    | C          | Outcome A                        |
| C&E-CW130 | Model Farm compartment: top meadow           | July cut to perimeter of meadow for monitoring access. Care should be taken of grass snakes.  | 1     |     |     |     |     |     |     | y   |     |     |     |     |     | 2020    | C          | Outcome A                        |
| C&E-CW131 | Model Farm Compartment: Middle section       | Maintain as rough meadow through autumn cut   | 1     |     |     |     |     |     |     |     |     |     | y   | y   |     | 2020    | C/E        | Outcome A                        |

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| C&E-CW132 | Model Farm compartment: farm section | Assess safety of 2 sycamores in north-west of farm area   | 2     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW133 | Model Farm compartment- top meadow   | Create further hibernaculum at north end of meadow for grass snakes. Create egg laying (compost)sites in warm south facing locations. | 1     |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | V    | Outcome A                        |
| C&E-CW134 | Pipeline Triangle                    | Early summer cut to triangle to reduce coarse grass vigour & encourage later-flowering knapweed & bedstraw                            |       |     |     |     |     | y   |     |     |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW135 | Ladies Pond Meadow                   | Reduce erosion caused by paths by cutting alternative desire lines adjacent to existing path in summer if required                    | 2     |     |     |     |     | y   | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW136 | Ladies pond enclosure                | Cut northern wet meadow area to prevent scrub encroachment.   | 1     |     | y   | y   |     |     |     |     |     | y   | y   |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW137 | Stock Pond                           | Re-open canopy above northern marsh area. Remove seedling alders and dogwood  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW138 | Stock Pond                           | Cut back scrub encroaching onto northern marsh area. Cut back to dead hedge.  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW139 | Bird Sanctuary                       | Control Himalayan balsam & giant hogweed  | 2     |     |     |     |     |     | y   | y   | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW140 | Bird Sanctuary                       | Coppice/Pollard 10% of willows & alder along eastern edge.  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW141 | Bird Sanctuary                       | Regular coppice or removal of recent regrowth from large birch tree southwards on one-year rotation, to provide more light to water   | 2-3   | y   | y   |     | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW142 | Bird Sanctuary                       | Continue to expand wet meadow E of pond through selective coppicing of trees and scrub encroachment                                   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C/E  | Outcome A                        |
| C&E-CW143 | Bird Sanctuary                       | Coppice alder & dogwood S end of pond to maintain a minimum of 2 view points  | 1-2   | y   | y   |     |     |     |     | y   |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW144 | Bird Sanctuary                       | Maintain channel north side of pond to increase wetness & habitat for reedbed   | 1     | y   | y   | y   | y   |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW145 | Bird Sanctuary                       | Remove selected trees and shrubs growing in reedbeds  | 1     |     |     |     |     |     |     |     | y   | y   | y   | y   | y   | 2020    | C    | Outcome A                        |
| C&E-CW146 | Bird Sanctuary                       | Reedbed cutting section 3   | 1     | y   | y   |     |     |     |     |     |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW147 | Bird Sanctuary                       | Western wet meadow. Late cut to area to maintain as wet meadow and prevent encroachment onto reedbed. Leave small refuges.            | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW148 | Bird Sanctuary                       | Western wet meadow. Recoppice willows every 2 years to maintain low growth  | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW149 | Bird Sanctuary                       | Dig more pools in western wet meadow to prevent drying out  | 1     | y   | y   | y   | y   |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW150 | Bird Sanctuary                       | Cut eastern dry area to prevent scrub encroachment.   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW151 | Bird Sanctuary                       | Cut eastern wet meadow late winter  | 1     |     | y   | y   |     |     |     |     |     |     |     |     |     | 2021    | C    | Outcome A                        |

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| C&E-CW152 | Bird Sanctuary   | Cut north western rough meadow to prevent succession. Keep some rosebay willowherb and maintain a bramble fringe. Autumn cut followed by late spring and mid summer cut. | 3     |     |     |     |     | y   |     | y   |     | y   | y   | y   |     | 2020    | C    | Outcome A                        |
| C&E-CW153 | Bird Sanctuary   | Cut rough meadow to the north of the reedbed late winter/early spring.   | 1     |     | y   | y   |     |     |     |     |     |     |     |     |     | 2021    | C    | Outcome A                        |
| C&E-CW154 | Bird Sanctuary   | Late cut and early summer cut to grass area surrounding bird feeders to maintain as grassland  | 2     |     |     |     |     | y   | y   |     |     | y   | y   | y   |     | 2020    | C    | Outcome A                        |
| C&E-CW155 | Bird Sanctuary   | Open up viewing window again from corner nearest Millfield toilets   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW156 | Bird Sanctuary   | Create further amphibian and reptile hibernaculum to the east of the sanctuary. Exact location to be decided.  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | V    | Outcome A                        |
| C&E-CW157 | Bird Sanctuary   | Create further reptile egg laying sites through placement of vegetation/ compost in sunny areas  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | V    | Outcome A                        |
| C&E-CW158 | Bird Sanctuary   | Continue to cut small channels linking the pools on the eastern edge with the main pond.   | 1     |     |     |     | y   | y   | y   | y   | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW159 | Southern slopes of Parliament Hill                     | Continue experimental regime of cutting selected areas of thistle monthly in season  | 5     |     |     |     |     |     | y   | y   | y   | y   |     |     |     | 2020    | C/E  | Outcome A                        |
| C&E-CW160 | Heath Extension meadows                                | Development of scalloped edges between mown and long grass   | 1     |     |     | y   | y   | y   | y   | y   | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW161 | Tree belt between two small meadows, Extension         | Coppice young trees along northern edge to improve habitat & curtail further expansion into meadow   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW162 | Extension, north-west corner of junior cricket field   | Hand grub tree seedlings and saplings in uncut area & allow habitat to improve for meadow ants. Cut around hills   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW163 | Extension, north-west corner of junior cricket field   | Cut thistle areas to east and west in July to stop spread into area of ant hills   | 1     |     |     |     |     |     |     | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW164 | Extension, north-west corner of junior cricket field   | Trial grazing in ant hill section to reduce scrub and maintain ant hills   | 1     |     |     |     |     |     |     |     |     | y   |     |     |     | 2020    | C    | Outcomes A + D                   |
| C&E-CW165 | Extension  | Lay up to 50m section of hedgerow. To be determined.   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 |      | Outcome A                        |
| C&E-CW166 | Ikin's Corner meadow                                   | Selectively clear scrub and bramble  | 1     | y   | y   | y   |     |     |     |     |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW167 | Ikin's Corner meadow                                   | Cut grassland every 2 years  | 1     |     |     |     |     |     | y   |     |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW168 | New hockey pitch                                       | Top 50% thistle along hedgerow on west of grassland  | 2-3   |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW169 | New hockey pitch                                       | Maintain scalloped edge to bramble & close-mown grass  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW170 | Meadow west of children's play area                    | Top 80% thistle along east hedge   | 2-3   |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW171 | Meadow Lower & Upper Wield Field (formerly Meadow 308) | Reduce peripheral bramble. Target encroachment along north edge & remove seedling tree encroachment into meadow.   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |

### Conservation & Ecol - Cyclical

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| C&E-CW172 | Meadow at North Point (far NE corner of Extension) | Hand pull or cut 80% thistle   | 2-3          |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | C       | Outcome A                        |
| C&E-CW173 | Meadow at North Point (far NE corner of Extension) | Late annual cut of non-trial area leaving refuges  | 1            |     |     |     |     |     |     | y   | y   |     |     |     |     | 2020    | C       | Outcome A                        |
| C&E-CW174 | Meadow at North Point (far NE corner of Extension) | Cut & monitor three trial grassland management strips, cutting e.g. April/May; July; July then late  | 3            |     |     |     | y   | y   |     | y   |     | y   | y   |     |     | 2020    | C&E     | Outcome A                        |
| C&E-CW175 | East end of Corringham Path                        | Maintain newly planted hedgerow through weeding and watering   | 1            | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C       | Outcome A                        |
| C&E-CW176 | Eastern edge of Extension                          | Maintain cut grass strip at base of privet hedges at rear of private gardens   | 3            |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C/R?    | Outcome A                        |
| C&E-CW177 | Hedge between cricket & football pitches           | Retain wide bramble/grassland fringe to hedge  | 1            | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C       | Outcome A                        |
| C&E-CW178 | Cricket field                                      | Maintain native black poplar saplings at lower north corner of field   | 12           | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/R     | Outcome A                        |
| C&E-CW179 | Extension Ponds                                    | Maintain damp meadow by autumn/winter cut & clear from W edge of ponds 2-7. See management plan for location.  | 1            |     |     |     |     |     |     |     |     | y   | y   | y   |     | 2020    | C       | Outcome A                        |
| C&E-CW180 | Extension Ponds                                    | Cut/coppice scrub & grub bramble for N, S & E edges of ponds 5&6 to maintain low scrub & wildflower area & prevent encroachment into pond. See management plan for location            | Every 4 yr.  | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C       | Outcome A                        |
| C&E-CW181 | Extension Ponds                                    | Maintain shrub islands by laying shrubs along fence ponds 4-6 on 10 yr. rotation. See management plan for location.  | Every 10 yr. | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C       | Outcome A                        |
| C&E-CW182 | Extension Ponds                                    | Selectively coppice shrub islands/groups on 10 yr. cycle to maintain thick vegetation. Coppice 1 island/yr. See management plan for location.  | 1            | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C       | Outcome A                        |
| C&E-CW183 | Extension Ponds                                    | South of pond 1- Lay hedge section on 10 yr. rotation alongside streamline to maintain as hedge & allow more light to stream. See management plan for location                         | Every 10 yr. | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C       | Outcome A                        |
| C&E-CW184 | Extension Ponds                                    | Maintain open water by removing 50%-75% emergent vegetation from ponds 2-6 approx. every 10 years. Spread arisings along ground to west of ponds 4-6. Maintain minimum 50% open water. | Every 2 yr.  |     |     |     |     |     |     |     | y   | y   | y   |     |     | 2021    | C/E     | Outcome A                        |
| C&E-CW185 | Extension Ponds                                    | Remove New Zealand Pigmyweed, Crassula helmsii, from pond 2+5 and any other ponds where it is present.   | 2-3          |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C       | Outcome A                        |
| C&E-CW186 | Extension Ponds                                    | Monitor dragonflies  |              |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | E/Cont. | Outcome A                        |
| C&E-CW187 | Extension Ponds                                    | Maintain views to ponds in small sections of east and west sides through summer coppicing of vegetation.   | 2-3          |     |     |     |     |     | y   | y   | y   |     |     |     |     | 2020    | R/E     | Outcome A                        |

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| C&E-CW188 | Path edge near to Extension No.1 pond                                      | Ensure marsh woundwort population west of Pond 1 is conserved. Coppice willow shading plants and maintain short section of path to west by cutting through nettle patch again.                        | 5     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020    | C/E  | Outcome A                        |
| C&E-CW189 | Flagstaff  | Regular cut, but with midsummer window to allow flowering of wildflowers  | 4-6   |     |     | y   | y   | y   |     |     | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW190 | Flagstaff  | Maintain immediate foreground 20-30m view towards Harrow through lifting trees at the edges   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW191 | Flagstaff gorse patch  | Coppice a section of gorse on 12 year rotation and remove seedlings sycamore, oak and birch in compartment. Section 8 requires planting 2020/21. Follow-up bramble removal in spring/summer if needed | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW192 | Flagstaff gorse patch  | Gorse expansion in section 8. Remove tree and scrub cover from area. Grub out any bramble. Rake and remove as much top soil as possible. Plant up with potted gorse.                                  |       | y   | y   |     |     |     |     |     | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW193 | Flagstaff gorse patch  | Plant any open areas with gorse   | 1     | y   | y   | y   |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW194 | Flagstaff gorse patch  | Follow up management of recently coppiced/expanded area of gorse. Revisit section to remove any returning scrub or bramble growth. Replant any failed gorse. Section 7 in 2020/21                     | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW195 | Flagstaff gorse patch  | Coppice 1-2m strip of gorse from either side of main east-west track to maintain access and firebreak   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW196 | Heath lands, next to Jack Straws car park                                  | Late annual cut, leaving refuges  | 1     |     |     |     |     |     |     | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW197 | Heather stand on slope by Hill garden middle gate (old section of Pergola) | Weed existing heather. Increase area of heather/acid grassland by cutting back scrub and bramble from the fringes particularly the lower slopes.  | 2-3   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW198 | Heather stand on slope by Hill garden middle gate (old section of Pergola) | High cut to lower heather section to maintain as low heath and prevent scrub encroachment   | 1     |     |     |     |     |     |     | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW199 | Heather stand on slope by Hill garden middle gate (old section of Pergola) | Control bracken   | 1     |     |     |     |     | y   | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW200 | Hill garden wall   | Re-coppice hazel stools near to Hill Garden wall  | 1     | y   | y   | y   |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |
| C&E-CW201 | Hill garden pergola Harrow view  | Prune eucalyptus and holly to maintain immediate foreground vista   | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   |     | 2020/21 | C+G  | Outcome A                        |
| C&E-CW202 | Area opposite Hill Garden main gate, adjacent to North End Way             | Remove bramble & bracken encroaching on lily-of-the-valley & grassland  | 1     | y   | y   | y   | y   | y   |     |     |     | y   | y   | y   |     | 2020/21 | C    | Outcome A                        |

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| C&E-CW203 | Inverforth Close/Hill Garden heather site                                 | Weed and maintain heather. Lift pines where shading gorse.  | 3-4   |     |     |     | y   | y   | y   | y   | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW204 | Inverforth Close/Hill Garden heather site                                 | Cut perimeter of area 2-3 times to prevent bramble and scrub encroachment.  | 2-3   |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW205 | Drying Ground   | Coppice or lift gorse growing over heather surrounding gorse patch. Weed & maintain heather on slopes   | 2     |     |     |     | y   | y   | y   | y   | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW206 | Drying Ground   | Maintain open aspect under pines by bramble & scrub removal   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020    | C    | Outcome A                        |
| C&E-CW207 | Drying Ground   | Cut open area down to hollow to prevent scrub regrowth and establish grassland  | 2-3   |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW208 | Grass Square opposite Bull & Bush public house                            | Late cut to grass, removing cuttings. Cut away from road edge.  | 1     |     |     |     |     |     |     |     |     | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW209 | Heather adjacent to main path leading through West Heath 50m in from Dump | Control bracken on slope adjacent to area   | 1     |     |     |     |     | y   | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW210 | Heather adjacent to main path leading through West Heath 50m in from Dump | Weed heather 2 to 3 times yearly.   | 2-3   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW211 | Heather adj. main path leading through West Heath 50m in from Dump        | Regular cuts of newly opened grass areas to prevent scrub encroachment  | 2-3   |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C/E  | Outcome A                        |
| C&E-CW212 | Leg of Mutton Pond  | Cut back holly & coppice/pollard selective trees from pond banks, on 4-year rotation to allow light to penetrate marginal areas. Prevent regrowth in areas of good emergent vegetation. 1 side a year | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW213 | Leg of Mutton Pond  | Removal of tree and scrub cover shading out marginal vegetation, particularly on north side   | 1     |     |     | y   | y   | y   | y   |     |     |     |     |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW214 | Leg of Mutton Pond  | Cut reeds every 8 years   | 1     |     | y   | y   |     |     |     |     |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW215 | Main body of West Heath woodland  | Develop & increase deadwood habitat piles. Place timber in bramble in shade.  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW216 | Main body of West Heath woodland  | Maintain open glades through removal of sycamores   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW217 | Main body of West Heath woodland  | Manage glade within woodland adjacent to Platts lane  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW218 | West Heath meadow   | Late cut to lower part of meadow, leaving refuges   | 1     |     |     |     |     |     |     |     | y   | y   | y   |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW219 | West Heath valley mire (West Heath bog)                                   | Try to expand sphagnum through pool re-creation & translocation   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW220 | West Heath valley mire (West Heath bog)                                   | Maintain low herbage through regular cutting. Monitor for development of sphagnum.  | 3-4   |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |

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| C&E-CW221 | West Heath valley mire (West Heath bog)               | Continue to cut of area between West Heath meadow & bog through removal of scrub & selective lifting & thinning of trees. This will increase area of acid-loving flora such as tormentil. | 1     | y   | y   |     |     |     |     |     |     | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW222 | West Heath valley mire (West Heath bog)               | Continue to expand area around eastern seepage point towards Ironstone spring to encourage mire vegetation  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW223 | West Heath valley mire (West Heath bog)               | Reduce and restrict desire lines through mire area to reduce sphagnum damage  | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW224 | Whitestone Pond                                       | Maintain pond to specification outlined by City Surveyors. Cut reeds overhanging path in summer   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW225 | Whitestone Pond                                       | Cut reedbed in early spring if required   | 1     |     |     | y   |     |     |     |     |     |     |     |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW226 | Lower corner West Heath road/ Branch Hill junction    | Maintain sightlines for traffic on lower bend.  | 1-2   |     |     |     | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW227 | Lower corner West Heath road/ Branch Hill junction    | Cut back road edge from Branch Hill junction down to West Heath meadow to prevent road encroachment as required   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW228 | Flat area at top of Judges Hollow, close to flagstaff | Early cut; top thistle within grassland area  | 2-3   |     |     |     | y   |     |     | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW229 | Judges Hollow   | Cut low bramble patches invading grassland  | 3-4   |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW230 | Judges Hollow small wooded area & steep slope         | Late annual cut to half slope   | 1     |     |     |     |     |     |     |     |     | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW231 | Judges Hollow small wooded area & steep slope         | An isolated & expanding area of thistle & nettle on edges of bank needs regular cut to prevent expansion into acid grassland  | 3     |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW232 | Judges Hollow lower section & gentle slope            | Selective cut during May & July to reduce aggressive coarse grasses.  | 2     |     |     |     |     | y   |     | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW233 | Judges Hollow lower section & gentle slope            | Remove bramble & seedling trees encroaching on all open areas   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW234 | Judges Hollow lime & chestnut avenue                  | Late cut of grass next to houses.   | 1     |     |     |     |     |     |     |     |     | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW235 | Judges Hollow   | Continue to liaise with Redington Frognal Neighbourhood Forum about possible restoration of Branch Hill Pond  | 4-5   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C/E  | Outcome A                        |
| C&E-CW236 | Sandy Road  | Continue cutting 2 coupes/year along ride in 5-year rotation. Sections 1b + 3a in 2020/21. See map.   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW237 | Sandy Road  | Cut scalloped 2-5m strip along path edge during July  | 1     |     |     |     |     |     |     | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW238 | Cooling Track   | Monitor & remove tree seedlings along ditch as necessary  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW239 | Cooling Track   | Glade opposite Extension top locking bar: late cut at end of season   | 1     |     |     |     |     |     |     |     |     | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW240 | Cooling Track   | Continue holly thinning behind cooling track to encourage bluebells and other ground flora to develop   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |

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| C&E-CW241 | Old Sand Pit, behind Heath House                                      | Remove seedling sycamores  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW242 | Woodland next path & horse chestnut avenue, south of end of North End | Late cut to the Lily of the Valley area to remove bramble & ivy encroachment   | 1     |     |     |     |     |     |     |     | y   | y   | y   | y   |     | 2020    | C    | Outcome A                        |
| C&E-CW243 | Sandy Heath ponds   | Selectively coppice or remove tree/gorse and scrub cover from the edge of pond No.1 to prevent shading and establishment of large trees. | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW244 | Sandy Heath ponds   | Remove selected emergent vegetation + sediment to prevent succession & maintain area of open water.                                      | 1     | y   | y   |     |     |     |     |     | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW245 | Sandy Heath ponds   | Regular cut of grass adjacent pond 4 to establish & maintain acid grassland  | 3     |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW246 | Sandy Heath grassland   | Remove bramble developing in acid grassland  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW247 | Sandy Heath grassland   | Remove turkey oaks from selected areas to increase the extent of acid grassland.   |       | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW248 | Pitt's Garden   | Weed & maintain heather plantings. Remove pine tree seedlings & saplings. Remove willow saplings.  | 3     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW249 | Pitt's Garden   | Keep bramble controlled in areas of gorse  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW250 | Pitt's Garden   | High cut of northern heather section to maintain as low heath and prevent scrub encroachment   | 1-2   |     |     |     |     |     |     |     | y   | y   | y   |     |     | 2020    | C    | Outcome A                        |
| C&E-CW251 | Pitt's Garden   | Cut around heather sections to prevent scrub encroachment  | 2-3   |     |     |     |     | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW252 | Pitt's Garden   | Keep listed wall adjacent to North End clear of vegetation.  | 1     |     |     |     |     | y   | y   | y   | y   |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW253 | Pitt's Garden   | Remove some bramble & buddleia & coppice gorse along top of crib wall bank   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW254 | Pitt's Garden   | Maintain margins as grassland & prevent scrub encroachment on path by fence adjoining North End Way                                      | 2     |     |     |     | y   | y   | y   | y   | y   | y   |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW255 | Pitt's Garden   | Remove Rhododendron growing to the north of the wall.  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 |      | Outcome A                        |
| C&E-CW256 | Paddock   | Grub tree seedlings & bramble as necessary   | 1     | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW257 | Paddock   | Reduce thistles  | 2     |     |     |     |     | y   | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW258 | Paddock   | Early spring cut to 80% of meadow, leaving refuges, & repeat cut in summer, to encourage scabious  | 2     |     |     |     | y   |     | y   | y   |     |     |     |     |     | 2020    | C    | Outcome A                        |
| C&E-CW259 | Large (Summer) Meadow   | Remove non-native tree seedlings in peripheral areas of meadow   | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW260 | Large (Summer) Meadow   | Early spring cut (around March) to allow invertebrates to overwinter in dead stems   | 1     |     |     | y   |     |     |     |     |     |     |     |     |     | 2020/21 | C    | Outcome A                        |
| C&E-CW261 | Large (Summer) Meadow   | Cut back bramble edge on south side by 1-3m to maintain fringe but preventing meadow encroachment  | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C    | Outcome A                        |
| C&E-CW262 | Large (Summer) Meadow   | Continue to remove saplings coming up through gorse  | 1     | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C    | Outcome A                        |

### Conservation & Ecol - Cyclical

| Ref       | Location                        | Description of work  | Freq. | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Year    | Team     | Link to Management Strategy 2018 |
|-----------|---------------------------------|--|-------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|---------|----------|----------------------------------|
| C&E-CW263 | Sandy Gorse patch               | Coppice/expand gorse on a 12 year rotation. Section 8 in 2020/21 requires establishing this year. Grub out seedling trees and remove bramble. Plant up any bare/dead patches with potted gorse |       | y   | y   |     |     |     |     |     |     |     |     | y   | y   | 2020/21 | C        | Outcome A                        |
| C&E-CW264 | Sandy Gorse patch               | Gorse expansion in section 8. Remove tree and scrub cover from area. Grub out any bramble. Rake and remove as much top soil as possible. Plant up with potted gorse.                           | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C        | Outcome A                        |
| C&E-CW265 | Sandy Gorse patch               | Follow up management of recently coppiced area of gorse. Revisit section to remove any returning scrub or bramble growth. Section 7 2020/21 Replant any failed gorse.                          |       | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C        | Outcome A                        |
| C&E-CW266 | Sandy Gorse patch               | Coppice 1-2m strip of gorse from either side of main east-west track.  |       | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C        | Outcome A                        |
| C&E-CW267 | Sandy Gorse patch               | Control bracken  | 1     |     |     |     |     | y   | y   | y   |     |     |     |     |     | 2020    | C        | Outcome A                        |
| C&E-CW268 | Wylde's farm access road        | Selectively thin trees growing into road   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   |     | 2020/21 | C        | Outcome A                        |
| C&E-CW269 | Woodland near Wylde's Farm      | Restore tumulus above Wylde's Farm   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 | C/E      | Outcome A                        |
| C&E-CW270 | Unwins Hill                     | Remove lower growing hollies and limbs to maintain immediate vista   | 1     | y   | y   |     |     |     |     |     |     |     | y   | y   | y   | 2020/21 |          | Outcome A                        |
| C&E-CW271 | Heathwide                       | Build and carry out monitoring of hedgehog boxes in conjunction with Heath Hands volunteers.   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E        | Outcomes A + D                   |
| C&E-CW272 | Heathwide                       | Sow common spotted orchid spores into suitable edge/open habitats, map positions and monitor success   |       |     |     |     |     |     | y   | y   | y   | y   | y   |     |     | 2020/21 | E/C      | Outcome A                        |
| C&E-CW273 | Postcard Project                | Continue to develop interactive map for external viewing of the Heaths donated collection of old postcards   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E        | Outcome A                        |
| C&E-CW274 | Ponds management plan           | Develop draft of plan to assist with a long term vision for the Heath's ponds and management of issues such as access and sediment   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E/Con/SM | Outcome A                        |
| C&E-CW275 | Wildlife recording              | Collation and transfer of Heath wildlife records to the London records centre (GIGL)   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E        | Outcome A                        |
| C&E-CW276 | University College London (UCL) | Work in partnership with UCL to assist student projects in heritage and sustainability   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E/SM     | Outcomes A + D                   |
| C&E-CW277 | Wildlife recording              | Assist Geographical Information team (GIS) to create apps to monitor on-site species   |       | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | y   | 2020/21 | E        | Outcome A                        |

**Conservation & Ecol - Projects**

| Ref     | Location        | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible   | Link to 2018 Mgmt. Strategy |
|---------|-----------------|---|----------------|--|-----------------------------|
| CE-PR 1 | Hampstead Heath | Pedestrian and cycle working group: Programme of shared use paths improvements/refurbishment to be rolled out 2020, following recommendation in LUCs 2018 Condition survey. | 2020/21        | Conservation Supervisor, Trees & Conservation Manager      | Outcomes A & B              |
| CE-PR 2 | Hampstead Heath | Ponds and Wetlands Plan see Divisional Plan ref A-DP2.  | 2019/21        | Ecology Team, Trees & Conservation Manager, City Surveyors | Outcomes A & B              |
| CE-PR 3 | Hampstead Heath | Post Card Project: volunteer assisted project with Ecologist creating data base of interactive old and new postcard views for Hampstead Heath.                              | 2019/22        | Ecology Team, Trees & Conservation Manager                 | Outcomes A & B              |

**HH Ranger - Cyclical**

| Ref       | Location   | Details of Proposed Work: April 2020 - March 2021   | Timing of work      | Who is Responsible                         | Link to 2018 Mgmt. Strategy |
|-----------|------------|---|---------------------|--|-----------------------------|
| HHR-CW 1  | East Heath | Litter picking and emptying fishing bins.   | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 2  | East Heath | Patrolling -report to Supervisor /Constabulary.   | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 3  | East Heath | Play area checks (Preachers Hill and Vale of Health).   | Weekly              | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 4  | East Heath | Car Park parking control, give advice issue PCN's as required.  | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 5  | East Heath | Toilets opening and closing (Vale of Health).   | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 6  | East Heath | Signage-daily checks for swimming signage and life rings. When required erect signage for OPM,KHV,ICE, NO SWIMMING etc.   | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 7  | East Heath | Emergency tree works-liaise with Tree Team and SMT.   | Throughout the Year | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 8  | East Heath | Conservation work-liaise with Conservation Supervisor / Ecologist.  | Monthly             | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 9  | Heath Wide | Volunteer sessions (Heath Hands and Phoenix Futures).   | Weekly              | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 10 | East Heath | Wild life rescue/welfare response service-update the Swan sanctuary as to the welfare of Swans and Cygnets.   | Throughout the Year | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 11 | East Heath | Event support: Traditional Fairs, AAF, Southern Cross Country, London Youth Games, Greater London Cross Country, Circus, Race for Life, British Heart Foundation, Park Run. | Throughout the Year | Heath Ranger Supervisor/<br>Events Manager | Outcomes A & B              |
| HHR-CW 12 | West Heath | Estate duties-cut back paths, repair steps, Whitestone pond maintenance, bench repair, replacement, seasonal works.   | Throughout the Year | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 13 | West Heath | Patrolling - report to Supervisor / Constabulary.   | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 14 | West Heath | Play area checks, including monthly inspection and annual external ROSPA report.  | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 15 | West Heath | Car park parking control, give advice issue PCN's as required.  | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 16 | West Heath | Toilets opening and closing, including regular cleaning.  | Daily               | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 17 | West Heath | Signage-daily checks for swimming signage and life rings. When required erect signage for OPM,KHV,ICE, NO SWIMMING etc.   | Weekly              | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 18 | West Heath | Emergency tree works-liaise with Tree Team and SMT.   | As required         | Heath Ranger Supervisor                    | Outcomes A & B              |
| HHR-CW 19 | West Heath | Conservation work-liaise with Conservation Supervisor / Ecologist.  | Monthly             | Heath Ranger Supervisor                    | Outcomes A & B              |

### HH Ranger - Cyclical

| Ref       | Location               | Details of Proposed Work: April 2020 - March 2021   | Timing of work      | Who is Responsible      | Link to 2018 Mgmt. Strategy |
|-----------|------------------------|---|---------------------|-------------------------|-----------------------------|
| HHR-CW 20 | West Heath             | Wild life rescue/welfare response service.  | Throughout the Year | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 21 | West Heath             | Event support.  | Throughout the Year | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 22 | Sandy Heath            | Estate duties-cut back paths, repair steps, pond maintenance, bench repair, replacement, seasonal works.                | Throughout the Year | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 23 | Sandy Heath            | Litter picking.   | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 24 | Sandy Heath            | Patrolling -report to Supervisor / Constabulary.  | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 25 | Sandy Heath            | Car park parking control at entrances.  | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 26 | Sandy Heath            | Toilets cleaning, opening and closing.  | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 27 | Sandy Heath            | Signage-daily checks for swimming signage and life rings. When required erect signage for OPM,KHV,ICE, NO SWIMMING etc. | Weekly              | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 28 | Sandy Heath            | Emergency tree works-liaise with Tree Team / SMT.   | As required         | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 29 | Sandy Heath            | Conservation work-liaise with Conservation Supervisor / Ecologist.  | Monthly             | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 30 | Sandy Heath            | Wild life rescue / welfare response service.  | Throughout the Year | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 31 | Parliament Hill Fields | Estate duties-cut back paths, repair steps, pond maintenance, bench repair, replacement, seasonal works.                | Throughout the Year | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 32 | Parliament Hill Fields | Litter picking.   | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 33 | Parliament Hill Fields | Patrolling -report to Supervisor / Constabulary.  | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 34 | Parliament Hill Fields | Car park parking control, give advice issue PCN's as required - Lido.   | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 35 | Parliament Hill Fields | Toilets cleaning, opening and closing at Millfield Lane.  | Daily               | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 36 | Parliament Hill Fields | Signage-daily checks for swimming signage, life rings. When required erect signage for OPM,KHV,ICE, NO SWIMMING etc.    | Weekly              | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 37 | Parliament Hill Fields | Emergency tree works-liaise with Tree Team / SMT.   | As required         | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 38 | Parliament Hill Fields | Conservation work-liaise with Conservation Supervisor / Ecologist.  | Monthly             | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 39 | Parliament Hill Fields | Wild life rescue / welfare response service.  | Throughout the Year | Heath Ranger Supervisor | Outcomes A & B              |

### HH Ranger - Cyclical

| Ref       | Location               | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible       | Link to 2018 Mgmt. Strategy |
|-----------|------------------------|--|---------------------|--------------------------|-----------------------------|
| HHR-CW 40 | Parliament Hill Fields | Event support.   | Throughout the Year | Heath Ranger Supervisor/ | Outcomes A & B              |
| HHR-CW 41 | Heath Extension        | Estate duties-cut back paths, repair steps, pond maintenance, bench repair, replacement, seasonal works.             | Throughout the Year | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 42 | Heath Extension        | Litter picking.  | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 43 | Heath Extension        | Patrolling -report to supervisor/Constabulary.   | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 44 | Heath Extension        | Play area checks, including monthly inspection and annual external ROSPA report.                                     | Weekly              | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 45 | Heath Extension        | Car park parking control, give advice issue PCN's as required.   | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 46 | Heath Extension        | Toilets cleaning, opening and closing.   | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 47 | Heath Extension        | Signage-daily checks for swimming signage, life rings. When required erect signage for OPM,KHV,ICE, NO SWIMMING etc. | Weekly              | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 48 | Heath Extension        | Emergency tree works-liaise with Tree Team / SMT.  | As required         | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 49 | Heath Extension        | Conservation work-liaise with Conservation Supervisor / Ecologist.   | Monthly             | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 50 | Heath Extension        | Wild life rescue/welfare response service.   | Throughout the Year | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 51 | Heath Extension        | Event support.   | Throughout the Year | Heath Ranger Supervisor/ | Outcomes A & B              |
| HHR-CW 52 | Kenwood Beat           | Estate duties-cut back paths, repair steps, pond maintenance, bench repair, replacement, seasonal works.             | Throughout the Year | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 53 | Kenwood Beat           | Litter picking.  | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 54 | Kenwood Beat           | Patrolling - report to Supervisor / Constabulary.  | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 55 | Kenwood Beat           | Car park parking control, give advice issue PCN's as required.   | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 56 | Kenwood Beat           | Toilets cleaning, opening and closing.   | Daily               | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 57 | Kenwood Beat           | Signage-daily checks for swimming signage, life rings. When required erect signage for OPM,KHV,ICE, NO SWIMMING etc. | Weekly              | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 58 | Kenwood Beat           | Emergency tree works-liaise with Tree Team / SMT.  | As required         | Heath Ranger Supervisor  | Outcomes A & B              |
| HHR-CW 59 | Kenwood Beat           | Conservation work-liaise with Conservation Supervisor / Ecologist.   | Monthly             | Heath Ranger Supervisor  | Outcomes A & B              |

### HH Ranger - Cyclical

| Ref       | Location             | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible      | Link to 2018 Mgmt. Strategy |
|-----------|----------------------|---|----------------|-------------------------|-----------------------------|
| HHR-CW 60 | Kenwood Beat         | Wild life rescue / welfare response service.        | Year round     | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 61 | Kenwood Beat         | Event support.                                      | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 62 | Highgate Pond Chain  | Outflows and culverts-report any issues.            | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 63 | Highgate Pond Chain  | Monitoring pond water levels.                       | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 64 | Highgate Pond Chain  | Re coppicing according to AWP specification.        | Quarterly      | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 65 | Highgate Pond Chain  | Water safety checks for fencing and gates.          | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 66 | Highgate Pond Chain  | Biosecurity measures for KHV.                       | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 67 | Highgate Pond Chain  | Vegetation management of dams.                      | Quarterly      | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 68 | Highgate Pond Chain  | Wild life rescue / welfare response service.        | As required    | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 69 | Hampstead Pond Chain | Outflows and culverts-report any issues.            | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 70 | Hampstead Pond Chain | Monitoring pond water levels.                       | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 71 | Hampstead Pond Chain | Re coppicing according to AWP spec                  | Quarterly      | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 72 | Hampstead Pond Chain | Water safety checks for fencing and gates.          | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 73 | Hampstead Pond Chain | Biosecurity measures for KHV.                       | Daily          | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 74 | Hampstead Pond Chain | Vegetation management of dams.                      | Quarterly      | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 75 | Hampstead Pond Chain | Wild life rescue / welfare response service.        | As required    | Heath Ranger Supervisor | Outcomes A & B              |
| HHR-CW 76 | Body of the Heath    | Management of agreed filming and still photography. | As required    | Heath Ranger Supervisor | Outcomes A & B              |

### HH Ranger - Projects

| Ref      | Location                 | Details of Proposed Work: April 2020 - March 2021  | Timing of work       | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|--------------------------|--|----------------------|--------------------|-----------------------------|
| HHR-PR 1 | Mixed Pond               | Installation of secure cycle parking, improvement to the public entering and exiting the facilities.   | Spring – Summer 2020 | Site Supervisor    | Outcome B                   |
| HHR-PR 2 | East Heath Car Park      | Assist City Surveyors Department with the management and control of contractors to implement drainage and car park surface works to agreed design. | Summer-Autumn 2020   | Site Supervisor    | Outcome D                   |
| HHR-PR 3 | East Heath play Area     | Implement and oversee agreed design for improvement of existing equipment and introduction of natural play.  | Spring-Autumn 2020   | Site Supervisor    | Outcome B                   |
| HHR-PR 4 | Vale of Health Play Area | Implement and oversee agreed design for improvement of existing equipment and introduction of natural play.  | Spring-Autumn 2020   | Site Supervisor    | Outcomes B & C              |
| HHR-PR 5 | Memorial Bench Project   | Liaise with Support Services to implement memorial bench policy to include renewals, waiting list provision, repairs and maintenance.              | Throughout the Year  | Site Supervisor    | Outcomes B & C              |
| HHR-PR 6 | Waste and Recycling      | To assist in the placement of recycling / waste stations, monitoring and reporting.  | Throughout the Year  | Site Supervisor    | Outcomes B & C              |
| HHR-PR 7 | All excavation works     | Any extensive excavation work, Archaeological monitoring and advice sought prior to breaking ground.   | Throughout the Year  | Site Supervisor    | Outcome C & D               |

### HH Constabulary - Cyclical

| Ref       | Location                 | Details of Proposed Work: April 2020 - March 2021   | Timing of work       | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|--------------------------|---|----------------------|--------------------|-----------------------------|
| HHC-CW 1  | Hampstead Heath Division | Targeted & intelligence led patrols in defined areas across the Division where dog control is a concern.  | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 2  | Hampstead Heath Division | Promoting responsible dog ownership through engagement, education and enforcement throughout the Division.  | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 3  | Hampstead Heath Division | Targeted & intelligence led patrols in defined non cycle areas across the Division.   | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 4  | Hampstead Heath Division | Respond to cycling related incidents leading to successful prosecutions for cycling related offences.   | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 5  | Hampstead Heath Division | Promoting responsible cycling across the Division.  | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 6  | Hampstead Heath Division | Targeted patrols in areas where high concentrations of school children and young adults will be assembled, encouraging a safe and secure environment. | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 7  | Hampstead Heath Division | Targeted engagement opportunities at youth events on Hampstead Heath.   | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 8  | Hampstead Heath Division | Targeted engagement opportunities at schools surrounding Hampstead Heath.   | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 9  | Hampstead Heath Division | Targeted patrols during periods where there will be high concentrations of visitors to the Lido and other bathing facilities.                         | May - Sept 2020      | Sgt                | Outcomes B, C & D           |
| HHC-CW 10 | Hampstead Heath Division | Reducing instances of serious crime through targeted patrols and tasking throughout the Division.   | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |
| HHC-CW 11 | Hampstead Heath Division | Targeted patrols to reduce instances of anti-social behaviour, crime and litter throughout the Division.  | May - Sept 2020      | Sgt                | Outcomes B, C & D           |
| HHC-CW 12 | Hampstead Heath Division | Supporting Outreach work throughout the Division.   | Daily Activity 20/21 | Sgt                | Outcomes B, C & D           |

### HH Constabulary - Projects

| Ref      | Location | Details of Proposed Work: April 2020 - March 2021   | Timing of work              | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|----------|---|-----------------------------|--------------------|-----------------------------|
| HHC-PR 1 | Division | Introduction of Body Worn and Vehicle in-board cameras  | April 2020                  | Sgts               | Outcomes B, C & D           |
| HHC-PR 2 | Division | Develop an Enforcement Policy following the introduction of the City of London (Open Spaces) Act 2018 and the use of Fixed Penalty Notices for the enforcement of Byelaws | September 2020 to April 21  | Sgts               | Outcomes B, C & D           |
| HHC-PR 3 | Division | Review radio communications across the Division, investigate feasibility of upgrading the current system to reflect advancement in technology with expected capital costs | April 2020 to December 2020 | Sgts               | Outcomes B, C & D           |
| HHC-PR 4 | Division | Scope the introduction of a remote reporting module / tablet which will allow Constabulary Officers to record incidents and occurrences whilst away from a fixed office   | April 2020 to December 2020 | Sgts               | Outcomes B, C & D           |

### **Golders Hill Park - Cyclical**

| Ref       | Location                         | Details of Proposed Work: April 2020 - March 2021   | Timing of work                | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|----------------------------------|---|-------------------------------|--------------------|-----------------------------|
| GHP-CW 1  | Heath Extension (H Ext) - Sports | Maintain 2 cricket squares and outfield, including mowing, preparation and re-instatement of individual wickets, rolling, fertilising and irrigation. Priority will be given to non-chemical control methods. Inspect and maintain cricket practice nets.   | Early April to mid-September  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 2  | H Ext - Sports                   | Maintain 3 football pitches, 3 rugby pitches, 1 school running track, 2 cricket nets grass sports areas which will include marking and setting out goal posts, mowing; preparation and re-instatement of individual areas and fertilising. Priority will be given to non-chemical control methods.  | September to May              | Site Supervisor    | Outcomes A & B              |
| GHP-CW 3  | H Ext - Sports                   | Maintain working relationships with Sports & Leisure Administration Officer to bookings, usage and cancellations for pro-actively managed.  | Throughout the Year           | Site Supervisor    | Outcomes A & B              |
| GHP-CW 4  | H Ext - Sports                   | Renovation of grass pitches and grids to include aeration to overcome surface compaction, top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Priority will be given to non-chemical control methods.  | May to October                | Site Supervisor    | Outcomes A & B              |
| GHP-CW 5  | H Ext - Sports                   | Renovation of grass pitches to include aeration to overcome surface compaction and Plantain control. Top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Organisation and management of School Sports Day, School / Club Training Sessions & Athletics Meetings            | May to October                | Site Supervisor    | Outcomes A & B              |
| GHP-CW 6  | Heath Extension (H Ext) - Sports | Provide 8 changing rooms which are well-maintained for schools and sports clubs all year round. Facilities to be routinely cleaned.   | Throughout the Year           | Site Supervisor    | Outcomes A & B              |
| GHP-CW 7  | GHP / H Ex / Pergola /           | Grass cutting of informal recreational areas a. Daily collection of litter, debris and dog faeces.  | Minimum once every seven days | Site Supervisor    | Outcomes A & B              |
| GHP-CW 8  | GHP - Sports                     | Maintain 2 grass tennis courts, 2 croquet squares, 2 table tennis tables to include weekly mowing, regular verti-cutting, aeration, fertilising, disease, weed, moss control. Irrigation, divot repairs and marking out and rotation of individual courts. Priority will be given to non-chemical control methods.                            | May to September              | Site Supervisor    | Outcomes A & B              |
| GHP-CW 9  | GHP - Hard Tennis Courts         | Maintain four hard tennis courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Management of bookings using Club Spark online booking system. Priority will be given to non-chemical control methods for control of moss and algae.   | Throughout the Year           | Site Supervisor    | Outcomes A & B              |
| GHP-CW 10 | GHP - Sports                     | End of season renovation of grass tennis courts, and croquet lawns to include scarification, aeration, topdressing, over seeding with bent & fescues mix. Disease, weed and moss control. Priority will be given to non-chemical control methods, for example, daily dew removal to discourage disease outbreaks and dispersal of worm casts. | September / October           | Site Supervisor    | Outcomes A & B              |

### Golders Hill Park - Cyclical

| Ref       | Location   | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible                 | Link to 2018 Mgmt. Strategy |
|-----------|--|--|---------------------|------------------------------------|-----------------------------|
| GHP-CW 11 | GHP - Natural Grassland Areas  | Management of natural grass areas (Orchard Meadow / Dell Area / Swan Pond) to encourage flora and fauna. Pathways cut through on a weekly basis and areas are "framed".to define the area.   | March to November   | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 12 | Public Toilets - GHP   | Ensure daily cleaning of toilets and regular checks. Replenish toilet rolls and soap on a regular basis during peak times.   | Daily               | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 14 | GHP / H Ext / Pergola  | Routine patrolling and visual presence will be maintained by Keepers during opening hours. Staff will interface with the public, hand out information, answer queries and monitor bye-laws as necessary. Assist the HH Constabulary with emergency situations, for example lost children, managing lost dogs, vulnerable people etc. | Daily               | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 15 | Hill Garden Pergola Wedding Ceremonies   | Assist the Business Manager with weddings and civil ceremonies.  | As per Bookings     | Business Manager / Site Supervisor | Outcomes A & B              |
| GHP-CW 16 | GHP Orchard  | Annual cut and collection - all grass cuttings to be re-cycled. Followed by three general maintenance cuts before end of November.   | July to November    | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 17 | GHP - Sustainable Planting in Walled Garden  | Maintain sustainable plantings to include: Pruning, lifting and dividing, irrigation, staking, pest, weed and disease control - priority will be given to non-chemical control methods. Maintain and update interpretation boards and other media  | Throughout the Year | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 18 | GHP / Hill Garden / Pergola / Kitchen Garden / Keats House: Specimen Tree Management | Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control, checking of tree stakes. Priority will be given to non-chemical control methods.  | Throughout the Year | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 19 | GHP / Hill Garden / Pergola, Kitchen Garden / Keats House                            | Maintain shrub beds to include mulching, routine formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods.  | Throughout the Year | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 20 | GHP / Hill Garden, Pergola, Kitchen Garden / Keats House                             | Cut hedges to an appropriate height to encourage vigour, density and maintain views. Hedges include Privet, Hornbeam, Yew, Buxus, Holly, Copper Beech, and Lonicera. Priority will always be given to the bird nesting season.   | August to April     | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 21 | GHP Hanging Baskets by Café / Planting Tubs / Spot planting in borders               | Install hanging baskets and other seasonal planting areas maintenance to include weed & disease control, dead-heading, fertilising and daily irrigation. Priority will be given to non-chemical control methods.   | May to November     | Site Supervisor                    | Outcomes A & B              |
| GHP-CW 22 | GHP / H Ext Children's Play Areas  | Daily visual inspections will be carried out by staff and all findings recorded.   | Daily,              | Site Supervisor                    | Outcomes A & B              |

### **Golders Hill Park - Cyclical**

| Ref       | Location   | Details of Proposed Work: April 2020 - March 2021  | Timing of work       | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|--|--|----------------------|--------------------|-----------------------------|
| GHP-CW 23 | GHP / H Ext Children's Play Areas                                  | Children's play areas will be formally checked by qualified staff on a monthly basis.  | Monthly              | Site Supervisor    | Outcomes A & B              |
| GHP-CW 24 | GHP / H Ext Children's Play Areas                                  | Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified  | Annually             | Site Supervisor    | Outcomes A & B              |
| GHP-CW 25 | GHP Zoo  | Recommendations from the London Borough of Barnet's licensing authority will be adhered to. Links will be pro-actively maintained through BIAZA (British and Irish Association of Zoos and Aquariums) and via the Zoo ethics committee which meets twice per year. | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 26 | GHP Zoo  | Maintain all livestock and enclosures within the zoo to the animal welfare and husbandry standards as required by the Zoo licensing Act.   | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 27 | GHP Zoo  | Monitor and maintain all enclosures and housing infrastructure within the zoo, to ensure safety and continued suitability. Liaise regularly with the zoo veterinarian to ensure the health of all the livestock within the zoo.                                    | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 28 | GHP Zoo  | Ensure grass levels and general foliage within the animal enclosures are kept at a presentable level throughout the year. Areas left uncut to encourage natural animal behaviour e.g. foraging   | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 29 | GHP Zoo  | Promote the zoo to members of the public through advertised feeds, talks, donkey walks and animal adoption scheme. Maintain interpretation boards and other media.   | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 30 | GHP - Butterfly House  | Full access to the Butterfly House will be available to the public during agreed opening hours. The facility will be maintained in accordance with good husbandry practice. Maintain interpretation boards and other media   | April to end October | Site Supervisor    | Outcomes A & B              |
| GHP-CW 31 | GHP / H Ext / Hill Garden / Pergola / Kitchen Garden               | All areas to be litter picked daily. Litter bins to be emptied daily.  | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 32 | GHP / H Ext / Hill Garden / Pergola / Kitchen Garden / Keats House | Footpaths, signage, fences will be checked on a daily basis and repairs carried out as and when required. Wooden edging boards repaired as necessary.  | Daily                | Site Supervisor    | Outcomes A & B              |
| GHP-CW 33 | GHP - Christmas Tree   | Maintain permanent planting. Ensure fertilizer and watering when needed and yearly Mulch.  | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 34 | GHP/ Keats House   | Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the various locations across the Park, Hill Garden and Kats House  | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 35 | GHP / H Ext Ditch Management                                       | Maintain ditches and water courses. Grid clearance to be carried out during inclement weather. All ditches to be maintained as specified in Corporation of London hydrology policy.  | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 36 | GHP / H Ext  | Overseeing of children's education / interpretation , bandstand concerts etc.  | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 37 | GHP - Ponds and Streams  | Quarterly maintenance of pond pumps and filters. Regular inspection of overflows and safety equipment. Management of vegetation on pond edges.   | Throughout the Year  | Site Supervisor    | Outcomes A & B              |
| GHP-CW 38 | GHP  | Manage filming events in the GHP to ensure that there is no long-term damage to the landscape and minimise disruption to local communities.  | Throughout the Year  | Site Supervisor    | Outcomes A & B              |

### **Golders Hill Park - Projects**

| Ref            | Location                                       | Details of Proposed Work: April 2020 - March 2021  | Timing of work              | Who is Responsible     | Link to 2018 Mgmt. Strategy |
|----------------|--|--|-----------------------------|------------------------|-----------------------------|
| <b>GHP-PR1</b> | <b>GHP Zoo &amp; Queen's Park Farm</b>         | Continue to explore transformational management of the zoo in accordance with Zoo Licensing Act 1981. Phase 2 Deer enclosure improvements in accordance with the approved collection plan and 10 year redevelopment project. Phase 3 onwards on hold to reflect the Fundamental Review priorities. | On hold                     | Zoo & Farm Team Leader | Outcomes A & B              |
| <b>GHP-PR2</b> | <b>GH / H Ext / Pergola - Memorial Benches</b> | Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life. Liaise with Support Services for contacting of sponsors.               | March to November 2020      | Site Supervisor        | Outcomes A & B              |
| <b>GHP-PR3</b> | <b>GHP Green Waste Management</b>              | Continue to review green waste recycling options for GHP.  | Throughout the Year         | Site Supervisor        | Outcomes A & B              |
| <b>GHP-PR4</b> | <b>GHP - Pinetum</b>                           | Continue with second phase planting plan for Pinetum.  | Spring 2020 and Autumn 2020 | Site Supervisor        | Outcomes A & B              |
| <b>GHP-PR5</b> | <b>Hill Garden Pergola</b>                     | Plan and implement new planting plan for identified areas (section from bottom of stairs to the Bothy and phase three of Winter Boarder) within the Hill Garden.   | Spring 2020 and Autumn 2020 | Site Supervisor        | Outcomes A & B              |
| <b>GHP-PR6</b> | <b>GHP Accessible Car Park</b>                 | Review access arrangements for weekend and bank holiday opening during park opening hours.   | End 2020?                   | Operations Manager     | Outcome C                   |
| <b>GHP-PR7</b> | <b>Stumpery</b>                                | Continuation of phase three of the Stumpery - agreed in principle more stumps can be obtained from Epping Forest.  | Spring 2020                 | Site Supervisor        | Outcome A                   |

### Operational Services - Cyclical

| Ref      | Location              | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible                      | Link to 2018 Mgmt. Strategy |
|----------|-----------------------|--|---------------------|---|-----------------------------|
| OS-CW 1  | Equipment Maintenance | Ensure non-vehicular powered equipment is maintained to manufacturers' standards, commensurate with use. Ensuring an annual service of all items. Repair equipment based on priority, and quarantine items uneconomic to repair. | Throughout the year | Fleet & Equipment Maintenance Operative | Outcome A                   |
| OS-CW 2  |                       | Procure replacement machinery in a structured manner with consideration for Divisional and Departmental need, in accordance with the Local Fleet and Plant Management Plan.  | Throughout the year | Fleet & Equipment Maintenance Operative | Outcome A                   |
| OS-CW 3  | Fleet Maintenance     | Service and maintain fleet in adherence to manufacturers' standards, and in accordance with the Corporate Transport Policy. Ensure MOTs and Tax are up to date.  | Six monthly         | Fleet & Stores Operative                | Outcome A                   |
| OS-CW 4  |                       | Liaise with Insurance team to report accidental damage and progress claims and repairs.  | Throughout the year | Operational Services Supervisor         | Outcome A                   |
| OS-CW 5  | Stores                | Ensure sufficient stores are held to support daily operation of the Division.  | Throughout the year | Fleet & Stores Operative                | Outcome A                   |
| OS-CW 6  |                       | Ensure sufficient stocks of fuel are held for daily operation of fleet and equipment.  | Throughout the year | Operational Services Supervisor         | Outcome A                   |
| OS-CW 7  |                       | Maintain fuel store and delivery equipment including test and calibrate pumps and gsm costs.   | Mar/April           | Operational Services Supervisor         | Outcome A                   |
| OS-CW 8  |                       | Perform annual stocktake in March and forward report to the finance section.   | Mar                 | Operational Services Supervisor         | Outcome A                   |
| OS-CW 9  |                       | Liaise with IS for technical maintenance and provision of services across the Division, supporting local staff when required.  | Throughout the year | Operational Services Supervisor         | Outcome A                   |
| OS-CW 10 |                       | Lead on provision of IS infrastructure on Heath Extension - 4G hub and laptop.   | Sep                 | Operational Services Supervisor         | Outcome A                   |
| OS-CW 11 | Visitor Numbers       | Lead on collection and collation of visitor counts across the Division, including maintenance of equipment.  | Throughout the year | Operational Services Supervisor         | Outcome A                   |
| OS-CW 12 | Events                | Provide events technical and logistic support, temporary structures, lighting, moving display trailers and temporary toilet trailers.  | Per events diary    | Operational Services Team               | Outcome A                   |
| OS-CW 14 | Health & Safety       | Lead on review and update of Risk Assessment for the Division.   | July                | Operational Services Supervisor         | Outcome A                   |
| OS-CW 15 |                       | Represent Division on Open Spaces H&S Improvement Group  | Quarterly           | Operational Services Supervisor         | Outcome A                   |
| OS-CW 16 |                       | Act as secretary for the Divisional H&S Working Group. Organising, and taking minutes of meetings  | Quarterly           | Operational Services Supervisor         | Outcome A                   |

### Operational Services - Cyclical

| Ref      | Location                 | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible              | Link to 2018 Mgmt. Strategy |
|----------|--------------------------|--|---------------------|---------------------------------|-----------------------------|
| OS-CW 17 |                          | Represent the Division on the Departmental H&S Sub Group.  | Monthly             | Operational Services Supervisor | Outcome A                   |
| OS-CW 18 |                          | Organise Divisional H&S peer audits.   | Apr - Sep           | Operational Services Supervisor | Outcome A                   |
| OS-CW 19 |                          | Validate H&S audits of other divisions of Open Spaces Department.  | Oct - Nov           | Operational Services Supervisor | Outcome A                   |
| OS-CW 20 |                          | Collate accident reports and support Supervisors and Managers with reporting and investigation.  | On-going            | Operational Services Supervisor | Outcome A                   |
| OS-CW 21 |                          | Liaise with Insurance Team to investigate and provide evidence relating to third party claims.   | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 22 |                          | Provide Events H&S support by reviewing RAMS and local procedures.   | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 23 | <b>Built Environment</b> | Liaise with Property and Facilities Manager / Assistant Property and Facilities Manager / Property Service Desk to support Breakdown Repair and Maintenance (BRM) provision across the Division. | Throughout the year | Fleet and Stores Operative      | Outcome A                   |
| OS-CW 24 |                          | Manage the Divisional permit to work system.   | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 25 |                          | Liaise with City Surveyors Department and contractors for delivering projects, including client funded and those contained in the Cyclical Works Programme.                                      | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 26 |                          | Review Cyclical Works Programme  | Jan-Apr             | Operational Services Supervisor | Outcome A                   |
| OS-CW 27 |                          | Maintain headline built asset issues log for Division.   | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 28 |                          | Represent Division on BRM client group.  | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 29 |                          | Emergency local response for repairs.  | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 30 |                          | Improvements to build assets not addressed by the Cyclical Works Programme.  | Throughout the year | Operational Services Supervisor | Outcome A                   |
| OS-CW 31 |                          | Repairs and maintenance of built assets deemed out of scope of the BRM contract.   | Throughout the year | Operational Services Supervisor | Outcome A                   |

### Operational Services - Projects

| Ref     | Location          | Details of Proposed Work: April 2020 - March 2021  | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|---------|-------------------|--|----------------|--------------------|-----------------------------|
| OS-PR 1 | Built Assets      | Assist in review of Asset Management Plan & Asset Register.  | Jun-20         | Maintenance Team   | Outcome A                   |
| OS-PR 2 |                   | Complete Farm Project snagging and additional works at Queen's Park.   | Jan-Mar 2020   | Maintenance Team   | Outcome A                   |
| OS-PR 3 |                   | Rebuild waste and recycling infrastructure.  | Jul-20         | Maintenance Team   | Outcome A                   |
| OS-PR 4 |                   | Install bicycle racks at Queen's Park.   | Sep-20         | Maintenance Team   | Outcome A                   |
| OS-PR 5 | Fleet & Equipment | Replace diesel road going fleet (16 vehicles) - Electric/hybrid where possible. Vehicle replacement strategy is outlined in The Hampstead Heath Highgate Wood Keats House and Queens Park Fleet and Plant Management Plan. | 2020/21        | Maintenance Team   | Outcome A                   |
| OS-PR 6 |                   | Ensure replacement pedestrian powered equipment is electric where possible, and in line with current investment.   | 2020/21        | Maintenance Team   | Outcome A                   |
| OS-PR 7 | Sustainability    | Support energy efficiency projects, and lead on implementation when funding is in place, including conversion of lighting to LEDs, and provision of photo electric power generation.                                       | 2020/21        | OSS                | Outcome A                   |
| OS-PR 8 | H&S               | Lead on the review of Divisional H&S Risk.   | 2020/21        | OSS                | Outcome A                   |

### Support Services - Cyclical

| Ref     | Location | Details of Proposed Work: April 2020 - March 2021   | Timing of work      | Who is Responsible | Link to 2018 Mgmt. Strategy |
|---------|----------|---|---------------------|--------------------|-----------------------------|
| SS-CW 1 | Division | To provide support to the Superintendent, Management Team and Division with respect to Finance, procurement and compliance. | Throughout the year | Business Manager   | Outcome D                   |
| SS-CW 2 | Division | To provide support to the Superintendent, Management Team and Division with respect to HR.                                  | Throughout the year | Business Manager   | Outcome D                   |
| SS-CW 3 | Division | To provide support to the Superintendent, Management Team and Division with respect to Committee reporting.                 | Throughout the year | Business Manager   | Outcome D                   |
| SS-CW 4 | Division | To provide support to the Superintendent, Management Team and Division with respect to Corporate strategic issues.          | Throughout the year | Business Manager   | Outcome D                   |

### Support Services - Projects

| Ref      | Location / Activity                    | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|--|---|----------------|--------------------|-----------------------------|
| SS-PR 1  | Achieve a balanced budget              | Support the Division in managing budgets in order to ensure that a balanced budget is delivered and that resources are managed effectively.                                   | Monthly        | Business Manager   | Outcome D                   |
| SS-PR 2  | Governance                             | Develop and manage a Committee Agenda Plan to ensure deadlines are shared and met and reports are completed allowing sufficient time for consultation.                        | Quarterly      | Business Manager   | Outcome D                   |
| SS-PR 3  | Dashboard                              | Roll out dashboard to display management information on a monthly basis.  | Monthly        | Business Manager   | Outcome D                   |
| SS-PR 4  | Install till at the Information office | To install and programme a new till for the Information Office. This Project is subject to the installation of a separate broadband service at this facility.                 | Oct            | Business Manager   | Outcome D                   |
| SS-PR 5  | Lodge Minor Improvements               | Support the City Surveyors Department with the annual Lodge Inspections 2020.   | Nov            | Business Manager   | Outcome D                   |
| SS-PR 6  | Planning Monitoring                    | To monitoring planning applications and development on a monthly basis.   | Monthly        | Business Manager   | Outcome A                   |
| SS -PR7  | Benches                                | Support the bench sponsorship policy, ensuring that the waiting list is managed and maintained and liaising with sponsors and front line staff.                               | Monthly        | Business Manager   | Outcome B                   |
| SS - PR8 | Apprentices                            | Provide support to the Division and Open Spaces Department with to ensure that apprentices are successful and achieve the City of London's commitment to the Apprentice Levy. | Monthly        | Business Manager   | Outcome D                   |
| SS - PR9 | Weddings and Civil Ceremonies          | Manage the Hampstead Heath Weddings and Civil Ceremonies service.   | on-going       | Business Manager   | Outcome B                   |

### Swimming - Cyclical

| Ref      | Location                                     | Details of Proposed Work: April 2020 - March 2021   | Timing of work              | Who is Responsible  | Link to 2018 Mgmt. Strategy |
|----------|--|---|-----------------------------|---|-----------------------------|
| SW-CW 1  | Lido Terraces North / South / Pool Surrounds | Maintain terraces and paddling pool clean and weed free (priority will be given to non-chemical control methods). Maintain plants on poolside terraces.   | April 2020 then as required | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 2  | Lido / Plant / Swimming Pool                 | Maintain Lido Plant, under the Management of Health and Safety at Work Regulations and manufactures guidance (filters clean and reduce risk of bacterial contamination. Swimming Pool maintenance: Cleaning of stainless steel liner and edges / vacuum pool bottom / clean grills and overflow channels / Chlorination and filtration.   | Throughout the year         | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 3  | Lido Facilities                              | Provide clean facilities to customers and sports clubs. Facilities to be routinely cleaned and inspected daily. Daily cleaning of toilets and regular checks. Replenish toilet rolls and soap on an hourly basis during peak times.   | Throughout the year         | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 4  | Annual Water Safety Inspection               | Arrange for two deep cleans.  | April/ September            | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 5  | Lido Sauna                                   | Ensure daily cleaning of sauna and regular checks to the facility.  | Daily                       | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 6  | Lido Sauna                                   | To refurbish the facility in September applying water resistant rendering, maintaining electrics, dealing with minor repairs.   | September to October        | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 7  | Lido Sauna                                   | Manage sauna season ticket administration and daily ticket sales through cash collection process.   | Daily                       | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 8  | Lido Facility Staffing                       | Provide a full complement of staff that reflects NOPs and EAPs. Staff will interface with the public, on call to undertake lifesaving rescues, hand out information, take money and answer queries. Assist the HH Constabulary with emergency situations. On Trigger Event Days lifeguard duties will be prioritised to manage the water and to undertake lifesaving rescues. Support staff across the Division will be called upon to assist when and where needed. Procure security personnel to assist with managing crowd control issues. | Daily                       | Swimming Facilities Supervisor / Heath Duty Managers and Supervisor | Outcomes C & D              |
| SW-CW 9  | Lido Events                                  | Assist the Leisure and Events Manager with Duathlon, GIAG, cross country events and any leisure complementary activities.   | As per bookings             | Leisure and Events Manager  | Outcomes C & D              |
| SW-CW 10 | Lido / PH Paddling Pools                     | Maintain paddling pools at Parliament Hill and the Lido to include weekly plant inspection and chemical control. Daily facility inspection and cleaning. To ensure at the Parliament Hill paddling pool a full complement of trained staff that reflects NOPs and EAPs.   | May to September 2020       | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 11 | Water Safety Policy                          | Annual external safety audit inspections procured. To be carried out by independent inspectors, with any recommendations actioned in the time specified.  | May-20                      | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 12 | Lido / Ponds Filming                         | Manage filming events on water sites around the Heath to ensure that there is no long-term damage to the landscape, minimise risk and minimise disruption to local communities.   | Throughout the year         | Swimming Facilities Supervisor                                      | Outcomes C & D              |
| SW-CW 13 | Lido/Ponds Filming                           | Manage filming events on water sites around the Heath to ensure that there is no long-term damage to the landscape, minimise risk and minimise disruption to local communities.   | All year                    | Swimming Facilities Supervisor                                      | "Outcomes C & D"            |

### Swimming - Cyclical

| Ref      | Location  | Details of Proposed Work: April 2020 - March 2021  | Timing of work                         | Who is Responsible  | Link to 2018 Mgmt. Strategy |
|----------|---|--|--|---|-----------------------------|
| SW-CW 14 | Men's Pond Compound                             | Maintain Men's Pond compound which will include weeding, deep cleaning and minor repairs through outside contractors or handyman. Priority will be given to non-chemical control methods hoeing of weeds/mould etc. Inspect and maintain facility. All areas to be litter picked daily. Litter bins to be emptied daily. Liaise with User Groups, Lifebuoys and Men's Pond Association.  | Throughout the year                    | Team Leader / Swimming Facilities Supervisor / Leisure and Events Manager | Outcomes C & D              |
| SW-CW 15 | Men's Pond                                      | Complete Health and Safety audit recommendations for the facility.   | May-Oct 2019                           | Team Leader / Swimming Facilities Supervisor                              | Outcomes C & D              |
| SW-CW 16 | Ladies Pond Compound                            | Maintain Ladies Pond compound which will include, deep cleaning and minor repairs through outside contractors or handyman. Priority will be given to non-chemical control methods hoeing of weeds/mould etc. Inspect and maintain facility liaise with user groups, KLPA.  | Throughout the year                    | Team Leader / Swimming Facilities Supervisor                              | Outcomes C & D              |
| SW-CW 17 | Ladies Pond                                     | Complete Health and Safety audit recommendations for facility.   | May-Oct 2020                           | Team Leader / Swimming Facilities Supervisor                              | Outcomes C & D              |
| SW-CW 18 | Ladies Pond Enclosure Woodland / Grassland Area | Liaise with conservation team and maintain natural habitats.   | Ongoing                                | Conservation Team / Team leader / Swimming Facilities Supervisor          | Outcomes C & D              |
| SW-CW 19 | Ladies Pond Woodland / Grassland area           | Liaise with conservation team and maintain natural habitats.   | Ongoing                                | Conservation team / Team leader / Swimming Facilities Supervisor          | Outcomes C & D              |
| SW-CW 20 | Mixed Pond Compound                             | Maintain Mixed Pond compound, which will include, deep cleaning and minor repairs through outside contractors or handyman. Priority will be given to non-chemical control methods hoeing of weeds/mould etc. Inspect and maintain facility and liaise with user groups, Mixed Pond Association.  | Throughout summer season, May-Oct 2020 | Team Leader/acting team Leader / Swimming Facilities Supervisor           | Outcomes C & D              |
| SW-CW 21 | Mixed Pond Compound                             | All areas within compound to be litter picked daily. Litter bins to be emptied daily.  | Daily                                  | Team Leader/acting team Leader / Swimming Facilities Supervisor           | Outcomes C & D              |
| SW-CW 22 | Mixed Pond                                      | Complete Health and Safety audit recommendations for facility.   | May to Oct 2020                        | Team Leader/acting team Leader / Swimming Facilities Supervisor           | Outcomes C & D              |
| SW-CW 23 | Men's, Ladies Facility Routine Lifeguarding     | Ensure a full complement of staff, that reflects NOPs and EAPs, which will be maintained by lifeguard staff during opening hours throughout the year. Staff will interface with the public and be on call to affect Lifesaving rescues, hand out information, encourage payment, and answer queries. Assist the Hampstead Heath Constabulary with emergency situation, for example lost children, vulnerable people, Law and order situations such as assaults, abuse and crowd control both inside and outside the facility. However, on Trigger Events when customers increase, lifeguard duties will be prioritised to manage the water and effect Lifesaving rescues. Support staff across the Division will be called upon to assist. | Throughout the year                    | Team Leader / Swimming Facilities Supervisor                              | Outcomes C & D              |

### Swimming - Cyclical

| Ref      | Location   | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible  | Link to 2018 Mgmt. Strategy |
|----------|--|--|---------------------|---|-----------------------------|
| SW-CW 24 | <b>Mixed Pond Facility Routine Lifeguarding (Summer Season only)</b>                 | This is a summer only facility and needs to ensure a seasonal compliment of staff that reflects NOPs and EAPs. This will be maintained by lifeguard staff during opening hours throughout the summer season by a full time lifeguarding complement plus an experienced casual workforce. Staff will interface with the public and be on call to affect Lifesaving rescues hand out information, encourage payment and answer queries. Assist the Hampstead Heath Constabulary with an emergency situation, for example lost children, vulnerable people, Law and order situations such as assaults, abuse and crowd control both inside and outside the facilities. However on Trigger Events when customers increase lifeguard duties will be prioritised to manage the water and effect Lifesaving rescues. Support staff across the Division will be called upon to assist. | May – Oct 2020      | Team Leader / Swimming Facilities Supervisor                      | Outcomes C & D              |
| SW-CW 25 | <b>Ponds Events</b>  | Assist the Leisure & Events Manager with Duathlon, GIAG, Cross country events and any leisure complementary activities.  | Throughout the year | Team Leader / Swimming Facilities Supervisor                      | Outcomes C & D              |
| SW-CW 26 | <b>Annual Water Safety Inspection</b>  | Annual external safety audit inspections procured. To be carried out by independent inspectors, with any recommendations actioned in the time specified.   | May-Oct 2020        | Swimming Facilities Supervisor                                    | Outcomes C & D              |
| SW-CW 27 | <b>Ladies, Men's and Mixed: Signage / Litter Bins</b>                                | Signage / litter bins /compounds will be checked on a daily basis and repairs carried out as and when required.  | All year            | Team Leader   | Outcomes C & D              |
| SW-CW 28 | <b>Body of Heath Water Safety Points</b>   | All other water safety signs and rescue equipment across NLOS should be checked and maintained by Ranger staff.  | Daily               | Swimming Facilities Supervisor / Ranger Supervisors               | Outcomes C & D              |
| SW-CW 29 | <b>Ladies, Men's and Mixed Gates Fences and Barriers - Temporary &amp; Permanent</b> | Check and maintain gates and entrances / fence lines, repairing and/or replacing. Temporary fencing/barriers to be placed proximal to the hazard and in such a way as to minimise disruption to users. All temporary fencing is to have signage to explain reasons for erection and time scale for removal; this is to be placed at time of erection and checked by Ranger staff to ensure compliance.   | Daily               | Team Leader / Swimming Facilities Supervisor / Ranger Supervisors | Outcomes C & D              |
| SW-CW 30 | <b>Heath Hands, Volunteers at the Ponds</b>  | Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the Ladies pond area.  | Throughout the year | Team Leader / Swimming Facilities Supervisor                      | Outcomes C & D              |

### Swimming - Projects

| Ref     | Location                                    | Details of Proposed Work: April 2020 - March 2021   | Timing of work           | Who is Responsible   | Link to 2018 Mgmt. Strategy |
|---------|---|---|--------------------------|--|-----------------------------|
| SW-PR 1 | Men's Pond                                  | Accessibility and redesign of entrance/exit to include toilets, changing areas and entry to water. Project to include cycle parking and dog tethering areas.  | Phased project from 2020 | Swimming Facilities Supervisor / Leisure & Events manager / Superintendent                               | Outcomes C & D              |
| SW-PR 2 | Lido Security                               | Enhance security measures to Lido building to deal with unauthorised access.  | Apr-20                   | Const & Queens Park Manager / Swimming facilities Supervisor / Leisure & Events Manager / City Surveyors | Outcomes C & D              |
| SW-PR 3 | Lido leak detection                         | To continue leak investigations and develop strategy and solutions.   | During 2020              | Swimming Facilities Supervisor / Leisure & Events manager / City Surveyors                               | Outcomes C & D              |
| SW-PR 4 | Payment options at Swimming Facilities      | Improve payment options at Ponds. Repair and Relocate donation posts, Implement online season ticket payment scheme, continue to procure contactless payment options and re-site ticket machines. Improve signage around payment options.   | Ongoing 2020             | Swimming Facilities Supervisor / Leisure & Events Manager / IT Services                                  | Outcomes C & D              |
| SW-PR 5 | Lido and Paddling Pool maintenance contract | Procurement of maintenance contract for the Lido and paddling pool. Contract to include upkeep of filtration and chlorination systems at all three plant rooms. Maintenance and repairs of pools and all mechanical faults. Regular servicing of plantroom equipment and delivery of chemicals. | Ongoing 2020             | Swimming Facilities Supervisor / City Surveyors  | Outcomes C & D              |

### Tree Team - Cyclical

| Ref      | Location        | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|-----------------|---|----------------|--------------------|-----------------------------|
| TT-CW 1  | Hampstead Heath | <b>Veteran Tree Management:</b><br>Specialist tree works to manage the conservation of the heaths ancient & veteran trees including; halo pruning surrounding trees, tethering unstable vets, propping, stability reduction, path moving, mulching & soil decompaction.                           | Year round     | DH                 | Outcome A                   |
| TT-CW 2  | Hampstead Heath | <b>Veteran Tree Survey:</b><br>Revisiting the 2002/2007 HH Veteran tree survey and reassessing current condition, plotting position on to new database map (Arbortrack/ArcGIS) & prioritising required work. Areas to be surveyed 2020 – South Meadow, Cohens Field/Wood                          | Year round     | DH                 | Outcome A                   |
| TT-CW 3  | Hampstead Heath | <b>Tree Inspections:</b><br>Undertaking visual inspection of all trees within the designated 32 risk sequence system (RSS) zones across the site. Prioritising inspection to trees within High & Medium risk zones annually & trees within low risk zone every 2/3 years.                         | Year round     | DH                 | Outcome A                   |
| TT-CW 4  | Hampstead Heath | <b>Priority Tree Works List:</b><br>Top 12 highest hazard trees required for safety works to reduce risk, reviewed monthly to reprioritise the list. Trees highlighted from RSS tree inspection, post storm drive by inspection and from site staff.  | Year round     | DH                 | Outcome A                   |
| TT-CW 5  | Hampstead Heath | <b>Massaria Management:</b><br>Identification & removal of branches with the disease via inspection, (within the 4 London plane management areas (South End Green, Gospel Oak, Highgate Road, Hampstead Way).   | Year round     | DH                 | Outcome A                   |
| TT-CW 6  | Hampstead Heath | <b>OPM Management:</b><br>Creating management maps of risk areas for contractor spraying in May. Identification of trees within high risk areas that have caterpillar processions & nests in June-August. Managing caterpillar & nest removal by contractors and inhouse Arb team. June – August. | May to August  | DH                 | Outcome A                   |
| TT-CW 7  | Hampstead Heath | <b>Highways Trees:</b><br>Ensuring paths, & highways are kept cleared of low tree branches to statutory height regs. Ensuring traffic signage & street lights are clear of covering branches.   | Year round     | DH                 | Outcome A                   |
| TT-CW 8  | Queen's Park    | <b>Emergency Tree work:</b><br>When urgent tree work arises (example - post storm).   | Year round     | DH                 | Outcome A                   |
| TT-CW 9  | Queen's Park    | <b>Veteran Tree Management:</b><br>Specialist tree works to manage the conservation of the heaths ancient & veteran trees including; halo pruning surrounding trees, tethering unstable vets, propping, stability reduction, path moving, mulching & soil decompaction. (2 x trees).              | Year round     | DH                 | Outcome A                   |
| TT-CW 10 | Queen's Park    | <b>Veteran Tree Survey: See Divisional Plan.</b>  | N/A            |                    | Outcome A                   |
| TT-CW 11 | Queen's Park    | <b>Tree Inspections:</b><br>Undertaking visual inspection of all trees within the designated 32 Risk Sequence System (RSS) zones across the site. Prioritising inspection to trees within High & Medium risk zones annually.  | Year round     | DH                 | Outcome A                   |

### Tree Team - Cyclical

| Ref      | Location      | Details of Proposed Work: April 2020 - March 2021  | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|---------------|--|----------------|--------------------|-----------------------------|
| TT-CW 12 | Queen's Park  | <b>Priority Tree Works List:</b><br>Top 12 highest hazard trees required for safety works to reduce risk, reviewed monthly to reprioritise the list. Trees highlighted from RSS tree inspection, post storm drive by inspection and from site staff.   | Year round     | DH                 | Outcome A                   |
| TT-CW 14 | Queen's Park  | <b>Massaria Management:</b><br>Identification & removal of branches with the disease via. inspection.  | Year round     | DH                 | Outcome A                   |
| TT-CW 15 | Queen's Park  | <b>OPM Management:</b><br>Creating management maps of risk areas for contractor spraying in May. Identification of trees within high risk areas that have caterpillar processions & nests in June-August. Managing caterpillar & nest removal by contractors and inhouse Arb team. June – August | May to August  | DH                 | Outcome A                   |
| TT-CW 16 | Queen's Park  | <b>Highways Trees:</b><br>Ensuring paths, & highways are kept cleared of low tree branches to statutory height regs. Ensuring traffic signage & street lights are clear of covering branches.  | Year round     | DH                 | Outcome A                   |
| TT-CW 17 | Highgate Wood | <b>Woodland Management:</b><br>Supporting HW Team in planned woodland management (High Wood Woodland Management Plan 2017-2027).   | Nov to Jan     | JM/DH/CB           | Outcome A                   |
| TT-CW 18 | Highgate Wood | <b>Emergency Tree work:</b><br>When urgent tree work arises. (example - post storm).   | Year round     | DH/CB              | Outcome A                   |
| TT-CW 19 | Highgate Wood | <b>Veteran Tree Management:</b><br>Specialist tree works to manage the conservation of the heaths ancient & veteran trees including; halo pruning surrounding trees, tethering unstable vets, propping, stability reduction, path moving, mulching & soil decompaction.                          | Nov to Jan     | DH/CB              | Outcome A                   |
| TT-CW 20 | Highgate Wood | Veteran Tree Survey:<br>CB surveying veteran oak & hornbeam populations.   | N/A            |                    | Outcome A                   |
| TT-CW 21 | Highgate Wood | <b>Tree Inspections:</b><br>RSS scheduled tree inspections.  | N/A            |                    | Outcome A                   |
| TT-CW 22 | Highgate Wood | <b>Priority Tree Works:</b><br>Generated from RSS HW schedule (HH Tree team to assist HW team where required).   | Year round     | CB/DH              | Outcome A                   |
| TT-CW 23 | Highgate Wood | <b>OPM Management:</b><br>Creating management maps of risk areas for contractor spraying in May. Identification of trees within high risk areas that have caterpillar processions & nests in June-August. Managing caterpillar & nest removal by contractors and inhouse Arb team. June – August | May to July    | DH/FC              | Outcome A                   |
| TT-CW 24 | Highgate Wood | <b>Highways Trees:</b><br>Ensuring paths, & highways are kept cleared of low tree branches to statutory height regs. Ensuring traffic signage & street lights are clear of covering branches.  | N/A            |                    | Outcome A                   |

### Tree Team - Cyclical

| Ref      | Location       | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|----------------|---|----------------|--------------------|-----------------------------|
| TT-CW 25 | Keat's House   | <b>Emergency Tree work:</b><br>When urgent tree work arises. (example - post storm).  | Year round     | DH                 | Outcome A                   |
| TT-CW 26 | Keat's House   | <b>Veteran Tree Management:</b><br>Specialist tree works to manage the conservation of the heaths ancient & veteran trees including; halo pruning surrounding trees, tethering unstable vets, propping, stability reduction, path moving, mulching & soil decompaction. | N/A            |                    | Outcome A                   |
| TT-CW 27 | Keat's House   | <b>Veteran Tree Survey:</b><br>See Divisional Plan.   | N/A            |                    | Outcome A                   |
| TT-CW 28 | Keat's House   | <b>Tree Inspections:</b><br>Undertaking visual inspection of all trees within the designated 32 risk sequence system (RSS) zones across the site. Prioritising inspection to trees within High & Medium risk zones annually.  | Year Round     | DH                 | Outcome A                   |
| TT-CW 29 | Keat's House   | <b>Priority Tree Works:</b><br>Generated from RSS schedule.   | Year round     | DH                 | Outcome A                   |
| TT-CW 30 | Keat's House   | <b>Massaria Management:</b><br>Identification & removal of branches with the disease via inspection. (x1 tree).   | Year round     | DH                 | Outcome A                   |
| TT-CW 31 | Keat's House   | <b>Highways Trees:</b><br>Ensuring paths, & highways are kept cleared of low tree branches to statutory height regs. Ensuring traffic signage & street lights are clear of covering branches.   | Year round     | DH                 | Outcome A                   |
| TT-CW 32 | External Works | <b>Veteran Tree Works:</b><br>Specialist tree contracts to manage the conservation of identified vulnerable local ancient & veteran trees including; halo pruning surrounding trees, tethering unstable vets, propping,   | N/A            |                    | Outcome A                   |
| TT-CW 33 | External Works | <b>Resistograph:</b><br>Offering Arb Technical Services utilising decay micro drill for tree inspection to local LA's & Consultancies.  | Year round     | DH                 | Outcome A                   |
| TT-CW 34 | External Works | <b>Burnham Beeches (pollard restoration):</b><br>Carrying out specialist reduction works on Ancient pollards, benefiting BB Ancient & Veteran Pollard work program & internal Arb Team development.   | Feb            | DH                 | Outcome A                   |
| TT-CW 35 | External Works | <b>LTOA seminars &amp; Working Parties:</b><br>Attending appropriate quarterly Tree management seminars - Continued Professional Development.   | Year round     | DH                 | Outcome A                   |
| TT-CW 36 | External Works | <b>TRP / CoL / ATF Biosecurity Groups:</b><br>Sharing best practice regarding Pest & Disease development with external colleagues.  | Bi-annually    | DH                 | Outcome A                   |
| TT-CW 37 | External Works | <b>Arb Association Trade Show &amp; Conference:</b><br>Attending appropriate Tree management seminars - Continued Professional Development  | Bi-annually    | DH                 | Outcome A                   |

**Tree Team - Cyclical**

| Ref      | Location       | Details of Proposed Work: April 2020 - March 2021  | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|----------------|--|----------------|--------------------|-----------------------------|
| TT-CW 38 | External Works | <b>ATF Regional Seminars / Visits:</b><br>Attending appropriate Ancient & veteran Tree management seminars - Continued Professional Development. | Bi-annually    | DH                 | Outcome A                   |

### Tree - Team Projects

| Ref     | Location                       | Details of Proposed Work: April 2020 - March 2021  | Timing of work | Who is Responsible                                       | Link to 2018 Mgmt. Strategy |
|---------|--------------------------------|--|----------------|--|-----------------------------|
| TT-PR 1 | <b>Veteran Tree Management</b> | To promote and develop the continuing management of the Veteran and Ancient trees on Hampstead Heath, Highgate Wood and Queen's Park. Re survey of veteran trees across Hampstead Heath is 90% completed with 625 trees registered. Next priority is to draft Management Plan. Continue work to prioritise works to stabilise and conserve veteran trees according to condition. Continue to develop Tree Team's specialism in veteran tree management and conservation. | Year round     | Tree Management Officer & Trees and Conservation Manager | Outcome A                   |
| TT-PR 2 | <b>Views and Vistas</b>        | Identify views to retain and those to be abandoned. Ref HH Mgt Strategy: Outcome A, Priority 2, Commitment 7. Currently working with Heath and Hampstead Society on prioritising the 16 identified view sites and have agreed that a significant number of these are no longer recoverable. Embarking on a UCL MSc project in January where views will be a study topic.   | Year round     | Tree Management Officer & Trees and Conservation Manager | Outcome A                   |
| TT-PR 3 | <b>OPM IPM</b>                 | Pilot project in HH Bird Sanctuary to identify presence of OPM Parasitoid, Carcelia iliaca. Major success with this collaborative project with H&HS and Heath Hands with 500+ flies emerging from 3 test cages left in HH Bird Sanctuary. Plan is to expand the area of further captive breeding sites, and try and measure level of parasitism in each nest.  | April to June  | Tree Management Officer & Trees and Conservation Manager | Outcome A                   |

### Waste & Recycling - Cyclical

| Ref      | Location        | Details of Proposed Work: April 2020 - March 2021                      | Timing of work | Who is Responsible      | Link to 2018 Mgmt. Strategy |
|----------|-----------------|--|----------------|-------------------------|-----------------------------|
| WW-CW 1  | Hampstead Heath | General waste collection using Trilo unit or Ford Ranger Pickup.       | Daily          | Conservation Supervisor | Outcome A                   |
| WW-CW 2  | Hampstead Heath | Dog waste collection.  | Twice weekly   | Conservation Supervisor | Outcome A                   |
| WW-CW 3  | Hampstead Heath | Lodges waste collection service.                                       | Weekly         | Conservation Supervisor | Outcome A                   |
| WW-CW 4  | Hampstead Heath | Lido, Parliament Hill, and GHP cafe food waste collection service.     | Weekly         | Conservation Supervisor | Outcome A                   |
| WW-CW 5  | Hampstead Heath | Low volume recyclables (scrap metal, batteries, clothes, tyres, WEEE). | When required  | Conservation Supervisor | Outcome A                   |
| WW-CW 6  | Queen's Park    | Periodic miscellaneous collections.                                    | When required  | Conservation Supervisor | Outcome A                   |
| WW-CW 7  | Highgate Wood   | Dog waste collection service.  | Weekly         | Conservation Supervisor | Outcome A                   |
| WW-CW 8  | Highgate Wood   | Recyclables collection service.  | Weekly         | Conservation Supervisor | Outcome A                   |
| WW-CW 9  | Highgate Wood   | Bulky items collection service.  | Monthly        | Conservation Supervisor | Outcome A                   |
| WW-CW 10 | Highgate Wood   | HW Pavilion Cafe food waste collection service.                        | Weekly         | Conservation Supervisor | Outcome A                   |
| WW-CW 11 | Keat's House    | Recyclables collection service.  | Weekly         | Conservation Supervisor | Outcome A                   |
| WW-CW 12 | Keat's House    | Bulky items collection service.  | Weekly         | Conservation Supervisor | Outcome A                   |

### Waste & Recycling - Project

| Ref     | Location                   | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible | Link to 2018 Mgmt. Strategy |
|---------|----------------------------|---|----------------|--------------------|-----------------------------|
| WW-PR 1 | Waste and Recycling Review | <p>To progress the waste and recycling improvement plan.</p> <p>Three work strand have been identified.:-</p> <p>(1) public awareness campaign,</p> <p>(2) operational improvements and</p> <p>(3) cost savings.</p> <p>Update 7th Jan 2020 .Keep Britain Tidy appointed to draft Communication Strategy( completed). Cost savings have been achieved through reducing waste volumes due to Veolia collection at P.H.F. We have implemented Eurobin collection services with recycle stations situated across P.H.F. collecting recycled and non-recycled waste streams, This model will be extended to the other Heath facilities when the new refuse collection vehicle is procured. Separate food waste collection service contract with Camden /Veolia started in July 2019 and is going well. Public awareness campaigns are to be progressed throughout 2020 this includes Public litter picking days are being promoted.</p> | 2020/21        | JM/RP              | Outcomes A - D              |

### Parliament Hill - Cyclical

| Ref       | Location                                      | Details of Proposed Work: April 2020 - March 2021  | Timing of work   | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|---|--|--|--------------------|-----------------------------|
| PHF-CW 1  | Cricket Square and Outfield                   | Maintain cricket square and outfield which will include mowing, preparation and re-instatement of individual wickets, rolling, fertilizing and irrigation. Priority will be given to non-chemical control methods. Inspect and maintain cricket practice nets.   | Early April to Mid-September   | Site Supervisor    | Outcomes A - D              |
| PHF-CW 2  | Cricket Enclosure - Woodland Planting         | Pruning management of blackthorn, hawthorn, Rosa, buckthorn plantings along East and Southern boundary of cricket enclosure - outside of bird nesting season.  | Late August-early April  | Site Supervisor    | Outcomes A - D              |
| PHF-CW 3  | Bowling/Croquet Green lawn and surrounds      | Maintain Lawn and surrounds which will include mowing, preparation and re-instatement of rinks, rolling, fertilizing and irrigation. Priority will be given to non-chemical control methods.   | Playing season Apr - Sept  | Site Supervisor    | Outcomes A - D              |
| PHF-CW 4  | Bowling/Croquet Green irrigation system       | Organize annual irrigation system maintenance contact with specialist company, to include spring start up, autumn shut down and seasonal maintenance checks. Regularly check green and adjust seasonal watering cycle to use resources efficiently and effectively.  |  |                    |                             |
| PHF-CW 5  | Formal Grass Sports Areas                     | Maintain pitches and training grids (1 football pitches, 4 rugby training grids, 6 schools training grids, 1 soft ball area , 5 rounder areas, 4 mini football grids) which will include marking out, setting out goal posts, mowing; preparation and re-instatement of individual areas and fertilizing. Routine checking of goal post will be completed by daily inspections. Priority will be given to non-chemical control methods. Maintain and foster close working relationships with neighbouring schools and encouraging usage of facilities.   | Winter sports: Sept - Apr. Summer sports: Apr - Sept   | Site Supervisor    | Outcomes A - D              |
| PHF-CW 6  | Formal Grass Sports Areas                     | Renovation of above pitches and grids to include aeration to overcome surface compaction, top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Priority will be given to non-chemical control methods.   | Mid-April  | Site Supervisor    | Outcomes A - D              |
| PHF-CW 7  | Stakeholder Liaison                           | Host athletics track forum with key stakeholders.  | Quarterly  | Superintendent     | Outcomes CA - D             |
| PHF-CW 8  | Meadow Grass Areas / Café / Cricket Enclosure | Management of meadow grass areas to encourage flora and fauna. Non-chemical weed and disease control via hoeing and removal of arisings. Annual cut and collection.  | April to November  | Site Supervisor    | Outcomes A - D              |
| PHF-CW 9  | Class A Certified Athletics Track             | Organization and management of athletics meetings, school sports day, school and club training sessions and corporate events. Daily inspection of track (including hammer cage / pole vault, long jump and javelin run-ups / high jump fan / shot putt landing area / throwing areas etc. to check for debris and wear and tear. Check sand depth and quality and replace as necessary. Keep abreast with current UKA regulation changes. Routine checking of hurdles / landing mats / hammer wires / throwing equipment / pole fault and high jump stands and bars / judges stand / starting blocks / flags / relay batons. Replacement and repair as necessary. Setting out of track for meetings and training events (including schools). Ensuring the changing facilities including toilets are checked and cleaned on a daily basis. Maintain grass centre area and routinely replace divots. | Athletics meeting season: April-September. Training sessions, Sports days & Corporate events: All year | Site Supervisor    | Outcomes A - D              |
| PHF-CW 10 | Petanque                                      | Daily checking of Petanque area to include debris removal, raking and replacement of topdressing material as necessary. Continual monitoring of weed and moss growth. Priority will be given to non-chemical control methods.  | All year   | Site Supervisor    | Outcomes A - D              |

### Parliament Hill - Cyclical

| Ref       | Location   | Details of Proposed Work: April 2020 - March 2021   | Timing of work                 | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|--|---|--------------------------------|--------------------|-----------------------------|
| PHF-CW 11 | Hard Tennis Courts   | Maintain 10 courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Management of bookings using of Club Spark online booking system. Priority will be given to non-chemical control methods for the control of moss and algae.  | All Year                       | Site Supervisor    | Outcomes A - D              |
| PHF-CW 12 | Male / Female / Accessible Public Toilets  | Ensure regular cleaning and checks of toilets. Replenish toilet rolls and soap on an hourly basis during peak times.  | All Year                       | Site Supervisor    | Outcomes A - D              |
| PHF-CW 13 | Male / Female / Disable Public Toilets   | Arrange for two deep clean.   | March & April                  | Site Supervisor    | Outcomes A - D              |
| PHF-CW 14 | Natural Grassland Areas Parliament Hill  | Management of existing natural grass areas to encourage flora and fauna and extend the natural aspects of the Heath into this formal area. Lido café area pathways cut on a weekly basis and areas framed.  | All Year                       | Site Supervisor    | Outcomes A - D              |
| PHF-CW 15 | Natural Grassland Areas Parliament Hill  | Cut and collection of designated areas on a three yearly cycle. All cut grass to be baled and removed.  | Mid-September to Early October | Site Supervisor    | Outcomes A - D              |
| PHF-CW 16 | Specimen Tree Management: Swains Lane, Dukes Field, Bull Path.                   | After care and monitor growth of new and establishing trees. Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control and checking of tree stakes. Priority will be given to non-chemical control methods.   | All year                       | Site Supervisor    | Outcomes A - D              |
| PHF-CW 17 | Mixed Borders: Bowling Green   | Maintain borders to include mulching, routine, formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods.   | All year                       | Site Supervisor    | Outcomes A - D              |
| PHF-CW 18 | Hedge Rows: Highgate Road, Tennis Courts, Lido Wall, Bull Path and Bowling Green | Cut native hedges (outside of bird nesting season) to an appropriate height to encourage vigour, density and maintain views.  | Late August-early April        | Site Supervisor    | Outcomes A - D              |
| PHF-CW 19 | PHF: Signage / Litter bins / Tennis Hut Shelter / Tennis Hut                     | Signage / Litter bins / Tennis Hut Shelters / Tennis Hut will be checked on a daily basis and repairs carried out as and when required.   | All year                       | Site Supervisor    | Outcomes A - D              |
| PHF-CW 20 | PHF: Paths, Roadways & Entrances   | Check and maintain pathways in line with specifications to include top finishes. Carryout checks for potholes, cracks and deformations, making patch repairs where needed. Maintain sightlines at junctions, crossroads, adjoining gateways and entranceways for safe access and egress. Grass edging will be carried out during the growing season and wooden edging boards repaired as necessary. Manage traffic movements in line with risk assessment and safe systems of work. | Daily                          | Site Supervisor    | Outcomes A - D              |

### Parliament Hill - Cyclical

| Ref       | Location  | Details of Proposed Work: April 2020 - March 2021   | Timing of work   | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|---|---|------------------|--------------------|-----------------------------|
| PHF-CW 21 | PHF: Gates, Fences and barriers, temporary and permanent                | Check and maintain gates and entrances in good working order to include locks and padlocks. Check and maintain fence lines repairing and or replacing a needed. Temporary fencing/barriers to be placed proximal to the hazard and in such a way as to minimise disruption to users. All temporary fencing is to have signage to explain reasons for erection and time scale for removal; this is to be placed at time of erection. | Daily            | Site Supervisor    | Outcomes A - D              |
| PHF-CW 22 | Traditional Play, 1 O'clock club, Adventure play & Children's Enclosure | Daily visual inspections will be carried out by staff and all findings recorded.  | Daily            | Site Supervisor    | Outcomes A - D              |
| PHF-CW 23 | Outdoor Gym: Trim Trail   | Daily visual inspections will be carried out by staff and all findings recorded.  | Daily            | Site Supervisor    | Outcomes A - D              |
| PHF-CW 24 | Children's Play Facilities  | Children's play areas will be formally checked by qualified staff on a monthly basis.   | Monthly          | Site Supervisor    | Outcomes A - D              |
| PHF-CW 25 | Children's Play Facilities  | Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified   | Annually         | Site Supervisor    | Outcomes A - D              |
| PHF-CW 26 | PHF: Ditches, drains, gullies and grids.                                | Maintain ditches and water courses. Grid clearance to be carried out during inclement weather. All ditches to be maintained debris free.  | All year         | Site Supervisor    | Outcomes A - D              |
| PHF-CW 27 | PHF: Routine Patrolling   | Visual presence will be maintained by Keeping staff during opening hours. Staff will interface with the public and hand out information answer queries and monitor bye-laws as necessary. Assist the Hampstead Heath Constabulary with emergency situation, for example lost children, lost dogs and vulnerable people.   | All year         | Site Supervisor    | Outcomes A - D              |
| PHF-CW 28 | Highgate Road Entrance: Christmas Tree                                  | Sighting and later, dismantling of Christmas Tree   | December-January | Site Supervisor    | Outcomes A - D              |
| PHF-CW 29 | Heath Hands Volunteers  | Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the Parliament Hill area.   | All Year         | Site Supervisor    | Outcomes A - D              |
| PHF-CW 30 | Filming   | Manage events to ensure that there is no long-term damage to the landscape and minimise disruption to local communities and visitors.   | All Year         | Site Supervisor    | Outcomes A - D              |

### Parliament Hill - Projects

| Ref      | Location  | Details of Proposed Work: April 2020 - March 2021  | Timing of work             | Who is Responsible                    | Link to 2018 Mgmt. Strategy |
|----------|---|--|----------------------------|---------------------------------------|-----------------------------|
| PHF-PR 1 | Nassington Road, Savernake Road Bridge & Hive                   | Nassington Road, Savernake Road Bridge & Hive  | Winter 2020 to Spring 2021 | Site Supervisor                       | Outcome A                   |
| PHF-PR 2 | PHF- Adventure Playground                                       | Assist in landscaping aspect of development project for Adventure Playground and One O'clock Club exterior areas. To plant trees, shrubs and vegetation in line with landscape plan.   | Winter 2020-spring 2021    | Site Supervisor, Education Supervisor | Outcome A                   |
| PHF-PR 3 | Memorial Benches  | Implement target of 15 renewals to address benches reaching end of life. Tag and monitor 15 further bench sites for renewal in 2020-2021. Support Services to update if sponsors not found. Support the wider Memorial Bench Project for the main body of the Heath. | Throughout the year        | Site Supervisor                       | Outcome A                   |
| PHF-PR 4 | PHF - Electronically Controlled Entrance Gates to Tennis Courts | Plan and implement a project to install coded gates to manage access to the tennis courts.   | Quarterly updates          | Constabulary & Queen's Park Manager   | Outcome A                   |
| PHF-PR 5 | PHF - Public Toilet Refurbishment                               | Support the City Surveyors Department with planned refurbishment of the public toilets.  | Jan-20                     | CSD                                   | Outcome C                   |

### Highgate Wood - Cyclical

| Ref      | Location      | Details of Proposed Work: April 2020 - March 2021   | Timing of work                | Who is Responsible | Link to H/gate Mgmt. Plan |
|----------|---------------|---|-------------------------------|--------------------|---------------------------|
| HW-CW 1  | Playing Field | Over-seed the field once annually   | October                       | DOB                | 3                         |
| HW-CW 2  | Playing Field | Aerating and roll field every two weeks when conditions are suitable  | October to March              | All Staff          | 3                         |
| HW-CW 3  | Playing Field | Repair damage caused by football games, including soil and seed applications  | September to April            | All Staff          | 3                         |
| HW-CW 4  | Playing Field | Weeding of Cricket Net area including synthetic surface   | March/November                | All Staff          | 3                         |
| HW-CW 5  | Playing Field | Preparation of football pitches for the season  | September                     | All Staff          | 3                         |
| HW-CW 6  | Playing Field | Trim trail inspected for damage, bark area maintained weekly  | Throughout the Year           | All Staff          | 3                         |
| HW-CW 7  | Playing Field | Re-mark pitches weekly  | September to March            | All Staff          | 3                         |
| HW-CW 8  | Playing Field | Prepare and repair pitches for 5-a-side football coaching   | School holidays except winter | All Staff          | 3                         |
| HW-CW 9  | Playing Field | Erect and dismantle goal posts and nets weekly  | September to April            | All Staff          | 3                         |
| HW-CW 10 | Playing Field | Application of fertilizer (spring/summer, autumn/winter)  | April & September             | All Staff          | 3                         |
| HW-CW 11 | Playing Field | Purchase of & maintenance to goal posts and nets, goal slots and all football lines   | September to April            | All Staff          | 3                         |
| HW-CW 12 | Playing Field | Mowing of playing field once weekly   | March to October              | All Staff          | 3                         |
| HW-CW 14 | Playing Field | Apply calcified seaweed to field if needed after soil testing (testing to be done in January if ground conditions suitable) | March                         | All Staff          | 3                         |
| HW-CW 15 | Playing Field | Preparation of school athletic tracks   | May to July                   | All Staff          | 3                         |
| HW-CW 16 | Playing Field | Re-measure bottom pitch and re-plot area with plastic markers and move goal slots   | April                         | All Staff          | 3                         |
| HW-CW 17 | Playing Field | Maintain irrigation system  | Throughout the year           | All Staff          | 3                         |
| HW-CW 18 | Cricket Pitch | Light scarification to remove dead grass in several directions  | March                         | All Staff          | 3                         |

### Highgate Wood - Cyclical

| Ref      | Location | Details of Proposed Work: April 2020 - March 2021                          | Timing of work      | Who is Responsible | Link to H/gate Mgmt. Plan |
|----------|----------|--|---------------------|--------------------|---------------------------|
| HW-CW 19 |          | Cut grass at start of season to 15mm complete with light rolling           | March               | All Staff          | 3                         |
| HW-CW 20 |          | Cut grass to 12mm complete with light rolling                              | April               | All Staff          | 3                         |
| HW-CW 21 |          | Brush daily  | Throughout the year | All Staff          | 3                         |
| HW-CW 22 |          | Hand weed/spot weed  | April to September  | All Staff          | 3                         |
| HW-CW 23 |          | Worm control if required   | April to September  | All Staff          | 3                         |
| HW-CW 24 |          | Light roll, adjusting weight as necessary                                  | April to September  | All Staff          | 3                         |
| HW-CW 25 |          | Repair to Cricket Nets as and when required                                | Throughout the year | All Staff          | 3                         |
| HW-CW 26 |          | Fine turf fertilizer application   | April to September  | All Staff          | 3                         |
| HW-CW 27 |          | Maintain Cricket Score Hut   | April to September  | All Staff          | 3                         |
| HW-CW 28 |          | Install H&S signs for cricket games, remove after game                     | April to September  | All Staff          | 3                         |
| HW-CW 29 |          | Remove & reinstall barrier rope and pins from cricket square weekly        | April to September  | All Staff          | 3                         |
| HW-CW 30 |          | Measure & mark out cricket pitches & boundary line before season commences | April               | All Staff          | 3                         |
| HW-CW 31 |          | Cut cricket square weekly  | April to September  | All Staff          | 3                         |
| HW-CW 32 |          | Prepare playing strips 3 times weekly                                      | April to September  | All Staff          | 3                         |
| HW-CW 33 |          | Roll cricket square weekly   | April to September  | All Staff          | 3                         |
| HW-CW 34 |          | Irrigate cricket square when required                                      | April to September  | All Staff          | 3                         |
| HW-CW 35 |          | Repair cricket strips weekly   | April to September  | All Staff          | 3                         |
| HW-CW 36 |          | Receive cricket teams twice weekly   | April to September  | All Staff          | 3                         |
| HW-CW 37 |          | Scarify cricket square monthly   | April to September  | All Staff          | 3                         |
| HW-CW 38 |          | End of season renovation   | September           | DOB                | 3                         |

### Highgate Wood - Cyclical

| Ref      | Location    | Details of Proposed Work: April 2020 - March 2021  | Timing of work         | Who is Responsible | Link to H/gate Mgmt. Plan |
|----------|-------------|--|------------------------|--------------------|---------------------------|
| HW-CW 39 |             | Installation of cricket screens  | April                  | All Staff          | 3                         |
| HW-CW 40 |             | Repair of cricket screens  | September              | All Staff          | 3                         |
| HW-CW 41 |             | Re-mark cricket boundary during cricket season   | Weekly                 | All Staff          | 3                         |
| HW-CW 42 |             | Spike cricket square every 2nd month   | October to February    | All Staff          | 3                         |
| HW-CW 43 |             | Renovate cricket square at the end of the season   | September              | DOB                | 3                         |
| HW-CW 44 | Playground  | Playground opened at 7.30am and closed 45 mins before dusk   | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 45 |             | All playground items inspected daily for defects   | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 46 |             | Playground toilets cleaned daily & regularly inspected   | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 47 |             | Weekly equipment inspection with a checklist filled out  | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 48 |             | Maintenance or repairs to and replacement of equipment when required                                 | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 49 |             | Sweeping of surfaces   | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 50 |             | Sandpits forked weekly   | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 51 |             | New play-bark installed  | When required annually | All Staff          | 3, 4                      |
| HW-CW 52 |             | Litter bins serviced daily   | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 53 |             | Supervise the playground daily particularly during busy periods                                      | Throughout the Year    | All Staff          | 3, 4                      |
| HW-CW 54 |             | Mowing and strimming of grass areas  | April to October       | All Staff          | 3, 4                      |
| HW-CW 55 |             | Any major refurbishment to playground required   | January                | All Staff          | 3, 4 (f)                  |
| HW-CW 56 |             | Tree inspections in the playground   | Yearly                 | Arborists          | 2 (a) (b) (f) (h), 3, 4   |
| HW-CW 57 |             | Management of bird feeders / nest box cameras and replenishment of bird feeds in the playground      | Weekly                 | All Staff          | 1(d), 3                   |
| HW-CW 58 |             | Annual ROSPA inspection and report   | June                   | DOB                | 3, 4                      |
| HW-CW 59 | Café Garden | Maintain the formal plantings, shrubbery & containers to an acceptable horticultural standard weekly | Throughout the Year    | All Staff          | 3, 4                      |

## Highgate Wood - Cyclical

| Ref      | Location  | Details of Proposed Work: April 2020 - March 2021   | Timing of work                      | Who is Responsible | Link to H/gate Mgmt. Plan |
|----------|---|---|-------------------------------------|--------------------|---------------------------|
| HW-CW 60 |   | Cut back Wisteria twice   | January & July                      | All Staff          | 3, 4                      |
| HW-CW 61 |   | Maintain paved area   | Throughout year                     | All Staff          | 4                         |
| HW-CW 62 |   | Hedge maintenance   | April to October                    | All Staff          | 4                         |
| HW-CW 63 |   | Service waste bins  | Daily                               | All Staff          | 3, 4                      |
| HW-CW 64 |   | Replace sections of shrubbery when required with drought tolerant species                         | November                            | All Staff          | 2, 3, 4                   |
| HW-CW 65 | Woodland<br>(incorporating 2018 - 2028 HW Woodland Management Plan) | Recording / monitoring / mapping of conservation areas  | Throughout year                     | All Staff          | 2                         |
| HW-CW 66 |   | Silvicultural & arboricultural planned works  | October to March                    | All Staff          | 2                         |
| HW-CW 67 |   | Emergency silvicultural & arboricultural works  | Throughout year                     | DOB/CB/RH/GC       | 2                         |
| HW-CW 68 |   | Tree safety inspections & surveys throughout the wood / Paths and zone 1 after high winds         | Biannual & annual according to zone | All Staff          | 2                         |
| HW-CW 69 |   | Retrenchment / halo releasing / coppicing / re-coppicing & veteran tree works throughout the wood | October to March                    | CB/DOB/Arborists   | 2                         |
| HW-CW 70 |   | Transplant Wild Service Tree suckers and young WS trees from the Heath                            | November                            | All Staff          | 2                         |
| HW-CW 71 |   | Pond work to compartment no 2 (refer to compartment map)  | January                             | All Staff          | 2                         |
| HW-CW 72 |   | Muswell Hill Ditch maintenance  | Throughout year                     | All Staff          | 2                         |
| HW-CW 73 |   | Hollies and exotics control throughout the wood   | November to December                | All Staff          | 2                         |
| HW-CW 74 |   | Wildflower planting on field  | March                               | CB / Ecologists    | 2                         |
| HW-CW 75 |   | Litter clearance & maintenance of woodland ditches  | Throughout year                     | All Staff          | 2, 3                      |
| HW-CW 76 |   | Bramble and weed control in conservation areas  | September to March                  | All Staff          | 1, 2, 3                   |

### Highgate Wood - Cyclical

| Ref      | Location                               | Details of Proposed Work: April 2020 - March 2021                                | Timing of work        | Who is Responsible    | Link to H/gate Mgmt. Plan |
|----------|--|--|-----------------------|-----------------------|---------------------------|
| HW-CW 77 |  | General maintenance of certain areas with volunteers                             | September to December | CB/RH/DOB             | 1, 2, 3                   |
| HW-CW 78 |  | Maintenance of dead hedges around the wood                                       | Throughout year       | All Staff             | 1, 2, 3                   |
| HW-CW 79 |  | Keep woodpile for wood burning stoves stocked up                                 | Throughout year       | All Staff             | 4e                        |
| HW-CW 80 | Highgate Wood Area                     | Litter pick daily  | Throughout year       | All Staff             | 2, 3                      |
| HW-CW 81 |  | Uniformed security patrol daily  | Throughout year       | All Staff             | 3                         |
| HW-CW 82 | Built environment, furniture and paths | Open the woodland gates at 07.30 & lock them closed at dusk every day            | Throughout year       | HW Team               | 3                         |
| HW-CW 83 |  | Litter bins emptied twice weekly & maintained (daily on field area in summer)    | Throughout the Year   | HW Team               | 3                         |
| HW-CW 84 |  | Benches repaired and maintained  | Throughout the Year   | HW Team               | 3, 4                      |
| HW-CW 85 |  | Toilets cleaned daily or when necessary  | Throughout the Year   | HW Team               | 3                         |
| HW-CW 86 |  | Showers & changing rooms cleaned & maintained weekly                             | Throughout the Year   | HW Team               | 3                         |
| HW-CW 87 |  | Fence lines throughout the wood including the playground maintained and repaired | Throughout the Year   | HW Team               | 3, 4                      |
| HW-CW 88 |  | Paths and entrances repaired & maintained when required                          | Throughout the Year   | HW Team               | 3, 4                      |
| HW-CW 89 |  | Paths cleared of leaf debris during Autumn                                       | Autumn                | HW Team               | 3, 4                      |
| HW-CW 90 |  | Steps maintained & repaired (including for visually impaired)                    | Throughout the Year   | HW Team               | 3, 4                      |
| HW-CW 91 |  | Drains maintained and repaired when required                                     | Throughout the Year   | HW Team               | 4                         |
| HW-CW 92 |  | Information hut and surrounding area maintained                                  | Throughout the Year   | HW Team               | 1, 3, 4                   |
| HW-CW 93 |  | Signage maintained & repaired when required                                      | Throughout the Year   | HW Team               | 1, 3, 4                   |
| HW-CW 94 |  | Drinking fountains maintained & repaired when required                           | Throughout the Year   | DOB/RH/City Surveyors | 1, 3, 4                   |

### Highgate Wood - Cyclical

| Ref       | Location         | Details of Proposed Work: April 2020 - March 2021                               | Timing of work            | Who is Responsible                 | Link to H/gate Mgmt. Plan |
|-----------|------------------|---|---------------------------|------------------------------------|---------------------------|
| HW-CW 95  |                  | Minor repairs & maintenance to buildings, urinals, toilets etc.                 | Throughout the Year       | HW Team                            | 1, 3, 4                   |
| HW-CW 96  |                  | Servicing of nature trail posts and healthy walks posts                         | Throughout the Year       | HW Team                            | 3                         |
| HW-CW 97  |                  | Clearing of gutters on information hut, lodges, buildings & playground hut      | Throughout year & Autumn  | HW Team                            | 4                         |
| HW-CW 98  |                  | Changing Rooms decoration and maintenance                                       | March and throughout year | HW Team                            | 3, 4                      |
| HW-CW 99  |                  | Boundary fence to be renewed and maintained                                     | April and throughout year | HW Team/City Surveyors             | 3, 4                      |
| HW-CW 100 | <b>Education</b> | Participate in one day weekly school walks and educational establishments       | Throughout the Year       | DOB/RH/CB/FH /GC/OS Education Team | 3                         |
| HW-CW 101 |                  | Participate in and supervise events on the Highgate Wood Diary of Events        | Throughout the Year       | HW Team, DOB/RH/CB/JM              | 1, 3                      |
| HW-CW 102 |                  | Servicing of and preparation of displays in the information hut                 | Throughout the Year       | HW Team                            | 1, 3                      |
| HW-CW 103 |                  | Preparation of What's New /HW website   | Monthly                   | HW Team / CB                       | 3                         |
| HW-CW 104 |                  | Supervise Work Experience Pupils  | Throughout year           | HW Team                            | 3                         |
| HW-CW 105 |                  | Supervise Heath Hands volunteers  | Autumn / Winter           | HW Team                            | 3                         |
| HW-CW 106 |                  | Supervision of Filming in Highgate Wood   | Throughout year           | DOB/RH                             | 3                         |
| HW-CW 107 |                  | Daily display of bird nesting and wildlife watch                                | Throughout year           | HW Team                            | 3                         |
| HW-CW 108 |                  | Updating information on display board   | Throughout the Year       | HW Team                            | 3                         |
| HW-CW 109 |                  | Hold Highgate Wood Community Day annually                                       | September                 | HW Team                            | 1, 3                      |
| HW-CW 110 | <b>Wildlife</b>  | Encourage biodiversity with various woodland works (including habitat creation) | Throughout the Year       | HW Team                            | 2, 3                      |

### Highgate Wood - Cyclical

| Ref       | Location                             | Details of Proposed Work: April 2020 - March 2021   | Timing of work                            | Who is Responsible       | Link to H/gate Mgmt. Plan |
|-----------|--------------------------------------|---|---|--------------------------|---------------------------|
| HW-CW 111 |                                      | Surveying & monitoring of woodland wildlife   | Throughout the Year                       | HW Team                  | 2, 3                      |
| HW-CW 112 |                                      | Promoting the use of Highgate Wood wildlife for education purposes                        | Throughout the Year                       | HW Team                  | 3                         |
| HW-CW 113 |                                      | Control of certain pest species   | Throughout the Year                       | HW Team                  | 2, 3                      |
| HW-CW 114 |                                      | Replenish bird feeders weekly   | Throughout the Year                       | HW Team                  | 2                         |
| HW-CW 115 |                                      | Bird and bat box maintenance, construction and monitoring                                 | Outside of hibernation & nesting/roosting | HW Team                  | 2, 3                      |
| HW-CW 116 |                                      | Bird surveys  | Throughout year                           | CB                       | 2                         |
| HW-CW 117 |                                      | Bat box surveys   | September                                 | CB                       | 2                         |
| HW-CW 118 |                                      | Update bird checklist   | Monthly                                   | CB                       | 2                         |
| HW-CW 119 |                                      | Moth trapping sessions  | Throughout the Year                       | HW Team / Mike Hammerson | 2, 3                      |
| HW-CW 120 |                                      | Update of notable wildlife sightings  | Throughout the Year                       | CB                       | 2                         |
| HW-CW 121 |                                      | Creation of hibernation habitats  | November                                  | HW Team                  | 2                         |
| HW-CW 122 | <b>Heritage</b>                      | Protect the existing heritage features  | Throughout year                           | HW Team                  | 1, 3                      |
| HW-CW 123 |                                      | Maintain heritage interpretation material in the wood                                     | Throughout year                           | HW Team                  | 1, 3                      |
| HW-CW 124 |                                      | Hold Highgate Wood Community Day annually   | September                                 | HW Team                  | 1, 3                      |
| HW-CW 125 | <b>Stock equipment and machinery</b> | All stock machinery and equipment controlled by documentation and check daily             | Throughout the Year                       | HW Team                  | 2, 3, 4                   |
| HW-CW 126 |                                      | Service and repairs when necessary  | Throughout the Year                       | HW Team                  | 2, 3, 4                   |
| HW-CW 127 |                                      | PPE maintained and inspected (including LOLER testing - biannual)                         | Throughout the Year                       | DOB                      | 2, 4                      |
| HW-CW 128 | <b>Admin duties</b>                  | All correct admin documents completed and controlled as specified in corporate directives | Throughout the Year                       | DOB/RH/ HW Team          | 1 / 2 / 3 / 4             |

### Highgate Wood - Cyclical

| Ref       | Location | Details of Proposed Work: April 2020 - March 2021 | Timing of work      | Who is Responsible | Link to H/gate Mgmt. Plan |
|-----------|----------|---|---------------------|--------------------|---------------------------|
| HW-CW 129 |          | Control of contractors as per corporate policies  | Throughout the Year | DOB                | 1 / 2 / 3 /4              |
| HW-CW 130 |          | Answer email / telephone enquiries                | Throughout the Year | DOB/RH/JM          | 1 / 2 / 3 /4              |

### Highgate Wood - Projects

| Ref    | Location      | Details of Proposed Work: April 2020 - March 2021   | Timing of work | Who is Responsible | Link to H/gate Mgmt. Plan |
|--------|---------------|---|----------------|--------------------|---------------------------|
| HW-PR1 | Highgate Wood | Highgate Wood Woodland Management Plan. Approved by HH, HW, QP Management Committee 2018. Now incorporated in to AWP. | 2018-2028      | JM/MG              | 2, 3                      |
| HW-PR2 | Highgate Wood | New sign board to be installed at Onslow Gate   | 2018/19        | JM/DOB             |                           |
| HW-PR3 | Highgate Wood | HLF Bid for Roman Kiln installation in information hut  | 2017/2021      | JM/RH              |                           |

### Queen's Park - Cyclical

| Ref       | Location         | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible | Link to 2018 Mgmt. Strategy |
|-----------|------------------|--|---------------------|--------------------|-----------------------------|
| QP-CW 1   | Formal Garden    | Maintain sustainable plantings to include lifting and dividing, staking, pest, weed and disease control and irrigation - priority will be given to non-chemical control methods. Good even cover with correct spacing between plants. Maintain neat defined edges, bed free of weeds. Ensure no litter, debris or dog fouling.   | Throughout the Year | Team Leader        | 1, 4                        |
|           |                  | Rose beds are balanced and well maintained, Mulched evenly and to correct depth across area, Bed free of weeds and no leaf fall, litter, debris or dead material or cuttings left in area.   | Throughout the Year | Team Leader        | 1, 4                        |
|           |                  | Good variety of healthy plants which are inspiring, with a well-designed and balanced display. Maintain shrub beds to include mulching, routine formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods. Ensure no litter, debris or dog fouling.  | Throughout the year | Team Leader        | 1, 4                        |
|           |                  | Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control, checking of tree stakes. Priority will be given to non-chemical control methods.  | Throughout the Year | Team Leader        | 1, 4                        |
|           |                  | Areas where bulbs are present should remain uncut from time of bulb emergence, until 6 weeks after flowerings ceases but no more than 8 weeks, all clippings removed.  | March to May        | Team Leader        | 1, 4                        |
|           |                  | Cut hedges to an appropriate height to encourage vigour, density and maintain views. Cut back / shape Yew trees, cut back Privet hedge, level sides and top, cut back long grass area, Cut back Hawthorne hedge. Hedge should be weed free. Priority will always be given to the bird nesting season.  | August to April     | Team Leader        | 1, 4                        |
| QP - CW 2 | Ornamental Grass | Formal grass is cut in parallel straight lines with the minimum of overlap leaving a striped finish of light and dark green where appropriate areas has been uniformly and evenly cut including edges and obstacles. Edges are trimmed and not encroaching hard surfaces, hedge lines or bedding areas. All clippings are 'boxed off' and removed from site. Daily collection of litter, debris and dog faeces. Apply spring/summer fertiliser, apply winter/spring fertiliser, apply herbicide (worms & Leather Jackets), scarify, solid tine, hollow tine and top dress lawns. Clear leaves, Daily clean Lychgate, hoe/weed pathways. Ensure no litter, debris or dog fouling. | March to November   | Team Leader        | 1, 4                        |
| QP-CW 3   | Hanging Baskets  | Hanging baskets and other seasonal planting to be well-designed and balanced. Maintenance to include weed & disease control, dead-heading, fertilising and daily irrigation. Priority will be given to non-chemical control methods.   | May to November     | Team Leader        | 1, 4                        |

### Queen's Park - Cyclical

| Ref     | Location              | Details of Proposed Work: April 2020 - March 2021   | Timing of work       | Who is Responsible | Link to 2018 Mgmt. Strategy |
|---------|-----------------------|---|----------------------|--------------------|-----------------------------|
| QP-CW 4 | Amenity Grass Areas   | Grass cutting of recreational areas. Grass to be uniformly and evenly cut including perimeter edges and obstacles. Daily collection of litter, debris and dog faeces. Edge grass areas with edging machine, Edges are trimmed and not encroaching hard surfaces, hedge lines or bedding areas. There are no bare patches. Maintenance to include over seed, spike & feed, strimming around trees/bins/posts, circle young trees, apply farm yard manure, clear leaves. Adjacent paths and bedding areas are kept clear of clippings. Ensure no litter, debris or dog fouling. | Throughout Year      | Team Leader        | 1, 4                        |
|         |                       | Areas where bulbs are present should remain uncut from time of bulb emergence, until 6 weeks after flowerings ceases but no more than 8 weeks, all clippings removed.   | March to May         | Team Leader        | 1, 4                        |
|         |                       | Mark out pitches / running track for booked sports activities in designated area.   | April to August      | Team Leader        | 1, 4                        |
| QP-CW 5 | Pitch and Putt Greens | Maintain pitch and putt course to include: mowing. Length of grass 3-6mm all year round. Preparation and re-instatement of holes, divot repairs, fertilising and irrigation of greens. The greens are maintained to ensure that it is even with no noticeable bumps or irregularities. Priority will be given to non-chemical control methods. Inspect and maintain pitch and putt course daily. Renovation of pitch and putt greens to include aeration to overcome surface compaction and Plantain control. Ensure no litter, debris or dog fouling.                        | Throughout Year      | Team Leader        | 1, 4, 5                     |
|         |                       | Meadow grass on pitch and putt course is cut at correct time of year for species type. There is a soft transition or wavy edge between meadow area and adjacent fairways. The meadow area is linked to other less intensively managed areas to create networks or corridors.  | April to September   | Team Leader        | 1, 4                        |
|         |                       | End of season renovation of pitch and putt course to include: scarification, aeration, topdressing, over seeding with bent & fescues mix. Disease, weed and moss control. Priority will be given to non-chemical control methods, for example, daily dew removal to discourage disease outbreaks and dispersal of worm casts.   | September to October | Team Leader        | 1, 4, 5                     |
| QP-CW 6 | Playground            | Daily visual inspections will be carried out by staff and all findings recorded. Children's play area will be formally checked by qualified staff on a monthly basis and reported. Loose fill material is clean with no leaf fall, litter, debris or animal fouling. Equipment is complete with no damaged, missing or broken parts, loose or missing fixings. Pathways, safety and hard surface maintained. Ensure no litter, debris or dog fouling.   | Throughout Year      | Team Leader        | 1, 3, 5                     |
|         |                       | Annual external playground inspections will be carried out by independent inspectors with any recommendations actioned in the time specified  | Annually             | Team Leader        | 1, 3, 5                     |

### Queen's Park - Cyclical

| Ref      | Location                        | Details of Proposed Work: April 2020 - March 2021   | Timing of work      | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|---------------------------------|---|---------------------|--------------------|-----------------------------|
| QP-CW 7  | Paddling Pool                   | Daily visual inspections will be carried out by staff and all findings recorded. Clean Pool, including the pool surround. Complete frequent tests for Chlorine levels. Pool to be staffed during opening times. Ensure no litter or debris.   | May to September    | Team Leader        | 1, 3, 5                     |
| QP-CW 8  | Farm                            | Maintain all livestock and enclosures within the farm to the animal welfare and husbandry standards as required.  | Daily               | Team Leader        | 1, 4, 5                     |
|          |                                 | Monitor and maintain all enclosures and housing infrastructure within the farm, to ensure safety and continued suitability. Liaise regularly with the appointed veterinarian to ensure the health of all the livestock within the farm. Pathways and hard surface maintained. Ensure no litter or debris.   | Daily               | Team Leader        | 1, 4, 5                     |
|          |                                 | Ensure grass levels and general foliage within the animal enclosures are kept at a presentable level throughout the year. Areas left uncut to encourage natural animal behaviour e.g. foraging  | Throughout the year | Team Leader        | 1, 4                        |
|          |                                 | Promote the farm to members of the public through media channels, talks, walks and animal adoption scheme. Maintain interpretation boards and other media.  | Throughout the year | Team Leader        | 1, 2, 5                     |
|          |                                 | The facility will be maintained in accordance with good husbandry practice. Maintain interpretation boards and other media  | Throughout the year | Team Leader        | 1, 3                        |
| QP-CW 9  | Tennis Courts                   | Maintain hard tennis courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Net supports / posts are structurally sound, upright and square with no damage to paintwork. Nets have no holes or tears. Management of bookings using Club Spark online booking system. No leaf fall, litter or debris. Priority will be given to non-chemical control methods for control of moss and algae.  | Daily               | Team Leader        | 1, 3, 5                     |
| QP-CW 10 | Public Toilets                  | Ensure regular cleaning regime of toilets and frequent checks. Replenish toilet rolls and soap, completing frequent check, e.g. on an hourly basis during peak times.   | Daily               | Team Leader        | 1, 3                        |
| QP-CW 11 | Woodland Walk and Natural Areas | Management of natural areas to encourage flora and fauna. Encourage biodiversity with hedge laying, creating habitats, Most parts of the woodland are structurally diverse and includes dominant / sub-dominant tree species, understory tree & shrub species, low level shrubs, natural regeneration and ground flora. Promote the use of Queen's Park for wildlife education. Control eradicate knotweed, convolvulus etc. Report sightings of tree related pests and diseases, Allow perimeter of park and designated areas of pitch & putt to grow naturally. Deadwood (fallen or standing trunks and branches) left wherever safe to do so. Measures are taken to protect mature and veteran trees. Pathways maintained. | Throughout the year | Team Leader        | 1, 4, 5                     |

### Queen's Park - Cyclical

| Ref      | Location                       | Details of Proposed Work: April 2020 - March 2021   | Timing of work      | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|--------------------------------|---|---------------------|--------------------|-----------------------------|
|          |                                | Tree maintenance to include no basal or sucker growth. If present, base has been mulched. No hanging or dead branches, no damage to tree bases during maintenance, e.g. grass cutting.  | Throughout the year | Team Leader        | 1, 4, 5                     |
| QP-CW 12 | Body of the Park               | Entrance gates are structurally sound, complete and working correctly. Defects are reported as soon as practicable. No leaf fall, litter, debris or dog fouling around immediate area.  | Daily               | Team Leader        | 1, 3, 5                     |
|          |                                | Grass cutting of informal recreational areas (minimum of every seven days) March - Nov. Daily collection of litter, debris and dog faeces.  | March to November   | Team Leader        | 1, 4                        |
|          |                                | All areas to be litter picked daily. Litter bins to be emptied daily. Dog bins to be emptied, and exterior of all bins cleaned frequently.  | Daily               | Team Leader        | 1, 4, 5                     |
|          |                                | Footpaths, pathways and hard surface maintained. Signage to display relevant information and organised neatly within or on the board. Fences and other hard facilities will be checked on a daily basis and repairs carried out as and when required. No graffiti to be visible.  | Monthly             | Team Leader        | 1, 2, 4, 5                  |
|          |                                | Tree growth is healthy and vigorous with no sign of disease. Branches have been correctly pruned for species, purpose and location. Hanging and dead branches removed. Regular inspections carried out for damage, pest and diseases. Tree maintenance to include no basal or sucker growth. If present, base has been mulched. No damage to tree bases during maintenance, e.g. grass cutting. | Throughout the year | Team Leader        | 1, 4                        |
|          |                                | Maintain gullies. Grid clearance to be carried out prior to inclement weather. All ditches to be maintained as specified in Corporation of London hydrology policy. Manhole and drain covers are intact, flush with surface, stable and secure.   | Throughout the year | Team Leader        | 1, 3                        |
| QP-CW 13 | Buildings                      | Remove waste and recycling, regularly clean City of London properties. Complete monthly H & S checks and report defects. Maintain staff toilets and staff rest areas.   | Throughout the year | Team Leader        | 1, 3, 5                     |
| QP-CW 14 | Stock, equipment and machinery | Maintain all vehicles, plant and machinery in line with manufacturers guidance and City of London policies and procedures.  | Daily               | Team Leader        | 3                           |
|          |                                | Maintain stock levels of materials, equipment and stock to ensure park is efficiently maintained.   | Throughout the year | Team Leader        | 3                           |
|          |                                | PPE maintained and inspected (including LOLER testing - biannual)   | Throughout the year | Team Leader        | 3                           |
| QP-CW 15 | Miscellaneous                  | Routine patrolling and visual presence will be maintained by Keepers during opening hours. Staff will interface with the public, hand out information, answer queries and monitor bye-laws as necessary. Assist the emergency services with emergency situations, for example lost children, managing lost dogs, vulnerable people etc.   | Daily               | Team Leader        | 1, 3, 5                     |
| QP-CW 16 | Benches                        | Maintain benches, including a database of allocation and assist with bench memorial requests.   | Throughout the year | Team Leader        | 3, 5                        |

### Queen's Park - Cyclical

| Ref      | Location                      | Details of Proposed Work: April 2020 - March 2021  | Timing of work      | Who is Responsible | Link to 2018 Mgmt. Strategy |
|----------|-------------------------------|--|---------------------|--------------------|-----------------------------|
| QP-CW 17 | Weddings and Civil Ceremonies | Assist with preparation of weddings and civil ceremonies.  | Throughout the year | Team Leader        | 5                           |
| QP-CW 18 | Events                        | Assist with preparation of events.   | Throughout the year | Team Leader        | 5                           |
| QP-CW 19 | Filming and Photography       | Manage filming events to ensure that there is no long-term damage to the landscape and minimise disruption to local communities. | Throughout Year     | Team Leader        | 5                           |

### Queen's Park - Projects

| Ref       | Location        | Details of Proposed Work: April 2020 - March 2021       | Timing of work    | Who is Responsible          | Link to 2018 Mgmt. Strategy |
|-----------|-----------------|---|-------------------|-----------------------------|-----------------------------|
| QP-PR 1   | Sandpit Area    | Sandpit Area Refurbishment                              | May to March      | Park Manager                | WM4                         |
| QP-PR 2   | Bandstand       | Develop Weddings and Civil Ceremony Events in Park      | April - August    | Team Leader                 | CWP 5c                      |
| QP-PR 3   | Park            | Develop Historical Walks to be led by staff in the Park | April - August    | Team Leader                 | CWP 2a                      |
| QP-PR 4   | Park            | Review Buildings Waste Management Procedures            | Throughout Year   | Divisional Waste Team       | CWP 3e                      |
| QP-PR 5   | Park            | Woodland Walk Management Plan                           | Draft April 2019  | Park Manager                | CWP 4q                      |
| QP-PR 6   | Park            | Carry out restoration work to Perimeter hedge line      | Planting Season   | Team Leader                 | CWP 4j                      |
| QP-PR 7   | Park            | Develop an Activity Plan                                | April - March     | Park Manager                | CWP 5a                      |
| QP-PR 8   | Children's Farm | Carry out Refurbishment of the Children's Farm          | April - March     | Team Leader/Zoo Team Leader | DP 3.8                      |
| QP-PR 9   | Public Toilets  | Toilet Extension - Play Area                            | April - March     | Park Manager                | QP 2                        |
| QP-PR 10  | Tennis Courts   | Resurfacing of Tennis Courts 1- 6                       | Sept - April 2019 | City Surveyor's Dept.       |                             |
| QP - PR11 | Park            | Develop tree identification Walk                        | April - March     | Team Leader                 |                             |
| QP-PR 12  | Park            | Review Park Benches                                     | April - Sept 2019 | Team Leader                 |                             |

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**CENTRE FOR  
SOCIAL  
INNOVATION**



## **HAMPSTEAD HEATH**

### **Waste and litter report**

May 2019

## About Keep Britain Tidy's Centre for Social Innovation

Keep Britain Tidy is a leading independent charity with three goals – to eliminate litter, improve local places and prevent waste. We have a long history of successfully delivering campaigns and programmes that have positive impacts for society and the environment at a local, regional and national level.

In 2015, Keep Britain Tidy launched the Centre for Social Innovation, becoming the only UK charity to take a systematic approach to applying behavioural insights to tackle litter and waste issues. Our approach involves gathering insights into specific behaviours and using these to develop, pilot and scale innovative behaviour-change interventions.

We are part of a new global movement of policy-makers, academics and practitioners looking at the application of behavioural insights to encourage pro-social and environmental behaviour. We have won numerous awards for our work including from Nudge Awards 2018, AIM Nudging for Good Awards 2017 and the Charity Awards 2016.

What makes our approach further unique is our ability to take our interventions to national scale. Over 160 local authorities have implemented one or more of our tested interventions since we launched.

To find out more, visit [www.keepbritaintidy.org/centre-for-social-innovation](http://www.keepbritaintidy.org/centre-for-social-innovation).

## ABOUT THE WASTE INSIGHTS TEAM

In 2011 Waste Watch merged with Keep Britain Tidy, pulling together over 25 years-worth of understanding and expertise about wasteful behaviours and how to address them.

With a mission to end waste, Keep Britain Tidy's Waste Insights Team help local authority, housing sector and businesses achieve the best environmental and cost performance by helping and encouraging their people to reduce, reuse and recycle. To progress our goals, we have deployed a range of tactics from direct engagement, social media campaigns, events, waste and infrastructure analysis and input to national policy.

Our team of experienced project managers are currently undertaking projects with London Boroughs of Enfield and Tower Hamlets, North London Waste Authority, Chester West and Chester Council, Renewi, Clear Channel and Hampstead Heath.

Along with our continued close relationship engaging schools, young people and community groups in East London through our Recycle for Your Community project, The Waste Insights Team already boast an impressive portfolio of completed projects working with the London Borough of Havering and its residents, including:

- Recycle Week Flats Engagement, 2015
- Fab Food programme, 2017
- Sack Survey, 2018

To find out more, visit <https://www.keepbritaintidy.org/local-authorities/reduce-waste-increase-recycling>.

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## Summary of recommendations

Our recommendations from Work Package A are summarised below and detailed in Section 3 of this report.

### General communications

1. Develop an overarching brand campaign for Hampstead Heath
2. Consider establishing Hampstead Heath as a Waste Free Zone or a Plastic Free Zone.
3. Help people to plan to minimise waste during their visits
4. Update the 'Litter' information provided on the Hampstead Heath website

### Bin provision, placement and design

1. Consider removing bins from the periphery of the Hampstead Heath and other strategic locations to reduce litter and fly-tipping
2. Engage stakeholders in advance to gain buy-in to changes to bins
3. Monitor the impacts of changes to bins and feed results back to the public
4. Use pedestrian flow mapping to identify optimal locations for bins and communications/ other interventions
5. Use appropriate images or real-life examples on bin signage
6. Plan-in bin cleaning and maintenance

### Collecting dog waste

1. Monitor waste composition to understand the need for separate dog waste bins
2. If dog waste must be collected separately, consider implementing new dog waste bins alongside the general waste and recycling bins

### Events

1. Develop a Code of Conduct and consider refundable deposits for organised events
2. Develop a standard for children's parties and other social gatherings

### Engaging local retailers to reduce waste brought into the Heath

1. Work with the Heath cafés and surrounding businesses to establish a local Refill network
2. Work with local retailers to reduce single-use packaging brought into the Heath

### Engaging key stakeholders

1. Establish a waste and litter Working Group for the Heath
2. Use Community Based Social Marketing activate behaviour change via special interest groups
3. Engage local schools to co-design waste and litter solutions with students

### Use targeted interventions and seasonal campaigns to tackle specific behaviours

# 1 Introduction

## 1.1 Background

Hampstead Heath is a member of Keep Britain Tidy's fraternity by holding a coveted Green Flag award, recognising their lead in good land management and visitor experience.

The City of London Corporation has developed a new Management Strategy for Hampstead Heath<sup>1</sup>. This Strategy will set out four long-term outcomes and ten priorities to guide the management of the Heath over the next ten years.

As part of this work, Keep Britain Tidy has been working with the City Corporation to understand waste and litter issues on the Heath and develop recommendations for the future management of these issues.

Hampstead Heath currently collects dog waste separately from all other mixed waste from visitors, and there are no separate recycling bins provided. Mixed waste has previously been collected in large, shallow, open concrete structures clad in timber, requiring a large agricultural vacuum device to empty them. While this approach has allowed waste to be removed quickly on collection rounds, it means that large amount of recyclable materials are being sent to energy recovery rather than reprocessing, while the open design of the bins also means that local wildlife (particularly foxes and crows) can access and spread the bin contents causing litter.

Suitable food waste and cooking preparation waste is collected from the cafés on a weekly basis and taken by a contractor to a biodigester. There is a general waste compacter sited at the Kenwood Nursery Yard which can compact general waste ready for transfer to treatment facilities.

The City Corporation is exploring options for altering their waste provisions on Hampstead Heath. Changes to be explored are:

- removing current litter bins and replace with enclosures to house a combination of Wheelie bins or Euro bins;
- introducing fully commingled recycling-on-the-go;
- retaining a separate waste stream for dog waste;
- encourage visitors to bring less items that are likely to become waste during their visit to the Heath; and
- introducing pre- and post-consumer food waste collections in their cafés.

This report summarises preliminary research conducted by Keep Britain Tidy in partnership with the City Corporation to identify the key opportunities across these considerations. This research forms the first of four work packages being delivered under the project:

---

<sup>1</sup> <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/Pages/consultation.aspx>

1. Research to understand the issues and identify practical measures and communications to help visitors conform to changes in waste management on Hampstead Heath.
2. Designing & testing communications.
3. Testing of bin provisions.
4. Recycling training for staff.

## 1.2 Aim and objectives

The aim of Work Package A was to identify the waste and issues at Hampstead Heath and to develop behavioural interventions and recommendations aimed at encouraging people to:

- generate less waste in the first place
- use recycling bins across the Heath as appropriate
- use litter bins across the Heath as appropriate
- take their rubbish home/with them.

## 1.3 Methodology

The research involved:

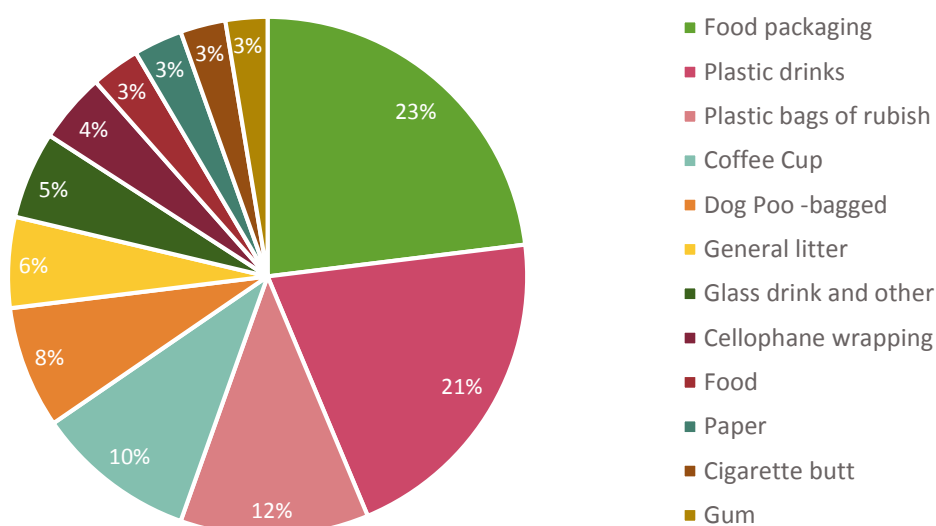
- A desk-based review of global literature and other evidence on waste and litter issues in parks and open spaces and initiatives to address these. This includes a review of Keep Britain Tidy's previous research on littering behaviours at Hampstead Heath as part of the *Abandoned Picnics* project. In this project Keep Britain Tidy conducted 24 hours of behavioural observations on the Heath over warm weather weekends in the summer of 2017 (alongside 24 hours of behavioural observations per four other London parks – 120 hours in total). The observations recorded the behaviours and context of people seen handling waste items (either through bin disposal, littering or taking the waste with them), recording a total of 583 observations on the Heath, and 2,101 across the four Parks.
- An information gathering workshop conducted with stakeholders at Hampstead Heath. This workshop shared findings from the desk-based review, gathered further evidence on key waste and litter issues from participating stakeholders, and began to co-design interventions to optimise waste and litter management on the Heath.
- A site visit to Hampstead Heath to view litter and waste issues, particularly at hotspot locations identified by stakeholders in the co-design workshop;
- A consultation survey with Assessors in the Green Flag Awards programme; and
- A co-design workshop with six Hampstead Heath staff, in which the findings from the research to date were discussed in detail and delegates co-designed a further series of interventions and recommendations for tackling waste and litter issues on the Heath.

## 2 Research Findings

### 2.1 Composition of waste and litter on the Heath

The behavioural observations conducted in 2017 suggests that waste taken onto the Heath overwhelmingly comprises food and beverage packaging (Figure 1). It should be noted that the composition of waste brought into the Heath is likely to vary significantly throughout the year. Figure 1 provides an indication of waste left during warm weather periods during weekends. It is our understanding from the City Corporation that bagged dog waste becomes one of the most predominant waste types during winter months and colder periods. Nonetheless, the City Corporation has estimated that overall, 80% to 90% of all waste collected from the Heath is recyclable.

**Figure 1: Types of waste disposed of by visitors to Hampstead Heath**



Base: 460 items

Food packaging observed predominantly came from supermarkets and local businesses selling pre-packaged and take away food. This indicates that interventions at local retailers (e.g. at the till) and/or on the journey between retail outlets and the Heath could be effective locations for engaging visitors.

**Table 1: Food packaging types**

| Food packaging types      | Proportion of waste items |
|---------------------------|---------------------------|
| Takeaway food             | 42%                       |
| Picnic food               | 24%                       |
| Pizza box                 | 6%                        |
| Utensils (fork, spoon...) | 6%                        |
| All other                 | 23%                       |

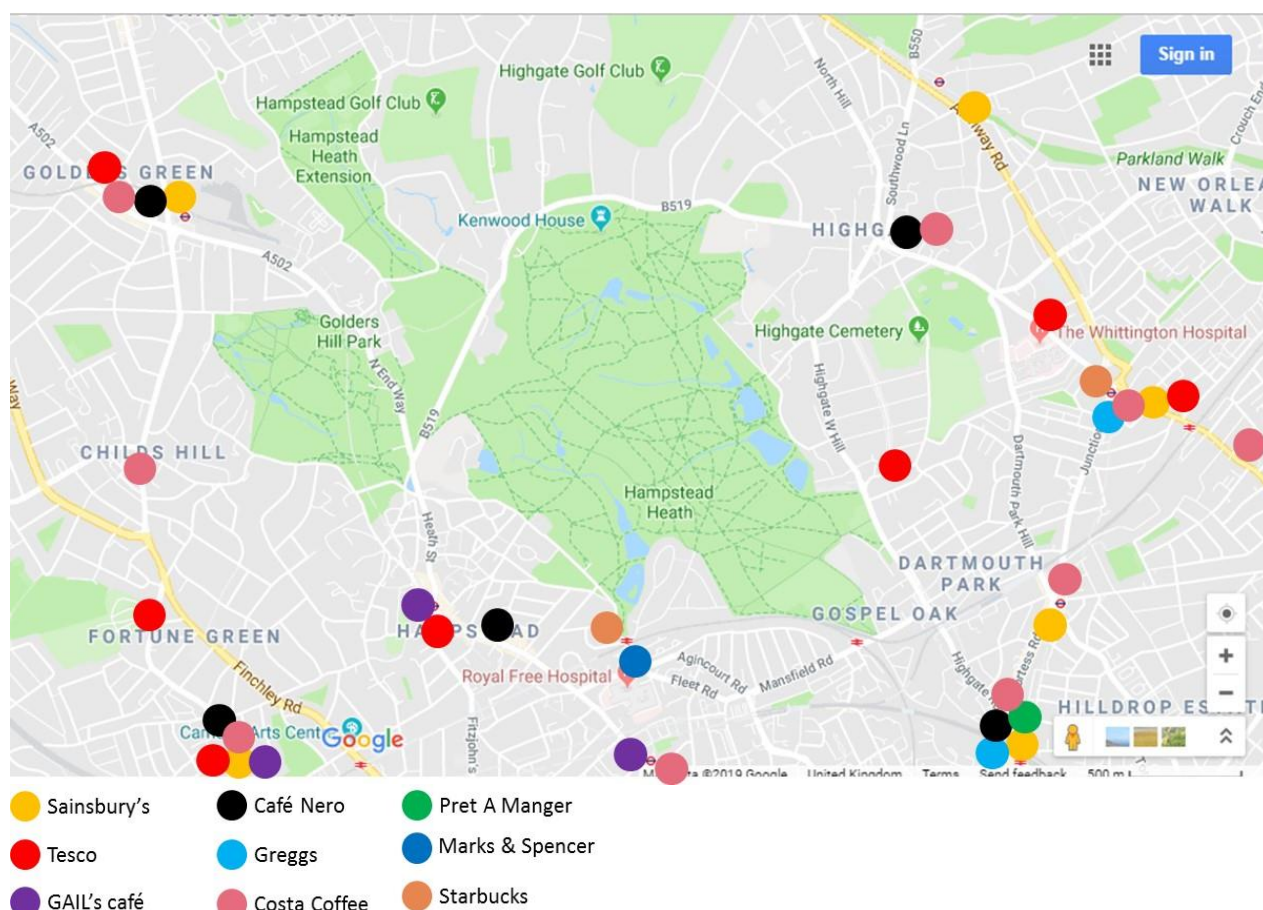
Base: 106 items

The majority of litter observed inside and outside bins during Keep Britain Tidy's site visit to the Heath was branded the following (though it should be noted that this site visit was conducted midweek in March during colder weather and that the types and brands of waste left on the Heath may vary across seasons):

- Sainsbury's
- Tesco
- GAIL's Café
- Greggs
- Café Nero
- Pret a Manger
- Costa.

Figure 2 provides a map of key retailers around the Heath that could be engaged to develop behavioural interventions to tackle waste and litter issues on the Heath. Keep Britain Tidy can support in efforts to engage these retailers.

**Figure 2: Locations of food and beverage retailers located around the Heath**



During the site visit we also observed a large number of adults (presumably local residents) walking a dog or two and drinking coffee from disposable coffee cups. This suggests that initiatives targeted to local residents to discourage the use of disposable coffee cups (e.g. by using reusable cups of 'sitting in') could be useful for reducing the amount of waste left on the Heath.

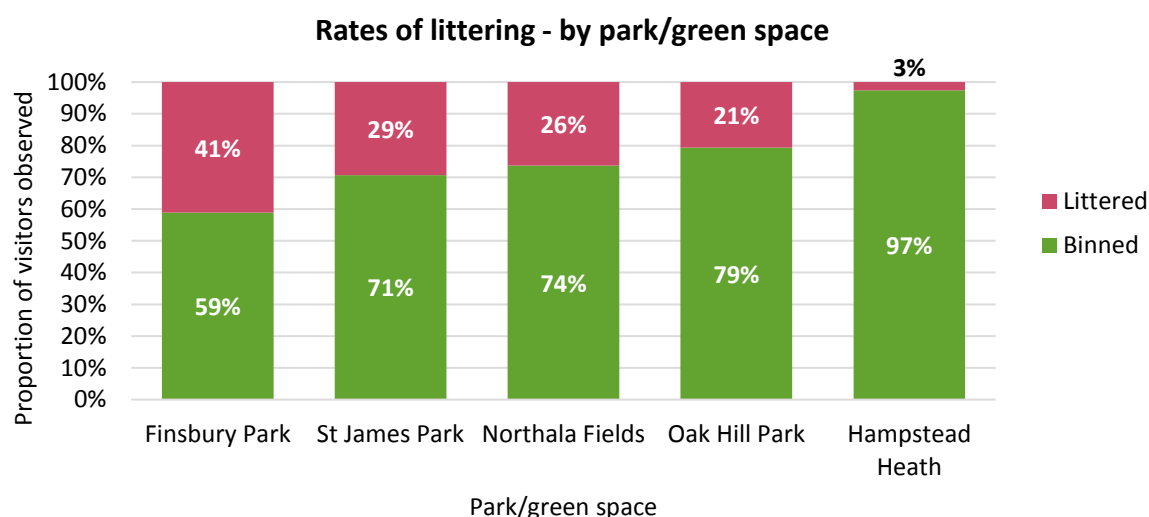
## 2.2 Littering insights

### Littering on Hampstead Heath

This section presents the results from the 2,101 behavioural observations conducted as part of the 2017 *Abandoned Picnics* project, with a view to providing insights into the social and environmental drivers of littering in parks and green spaces.

The research found that of the five parks/green spaces included in the study, Hampstead Heath has the lowest rates of littering, with just 3% of visitors observed littering their rubbish (Figure 3). It should be noted that the behavioural observations were only conducted in two areas within the Heath (Pryors Field and Parliament Hill areas) and as such may not have captured littering in other areas within the Heath, however we consider this to be a very positive indication that the overwhelming majority of visitors to the Heath dispose of their waste responsibly.

Figure 3: Rates of littering in parks and green spaces



Base: Finsbury Park = 622 ; St James = 427; Northala Fields = 278; Oak Hill Park = 174; Hampstead Heath = 426

Overall, only 11 visitors to the Heath were observed littering during the 24 hours of observations. Of these:

- five visitors littered one or more cigarette butts
- two visitors littered a non-alcoholic beverage container
- one visitor littered food packaging
- one visitor littered a paper item (this category include receipts, train/bus tickets, and other small items of paper)
- one visitor littered a plastic bag filled with rubbish
- one visitor littered general/other litter (uncategorised).

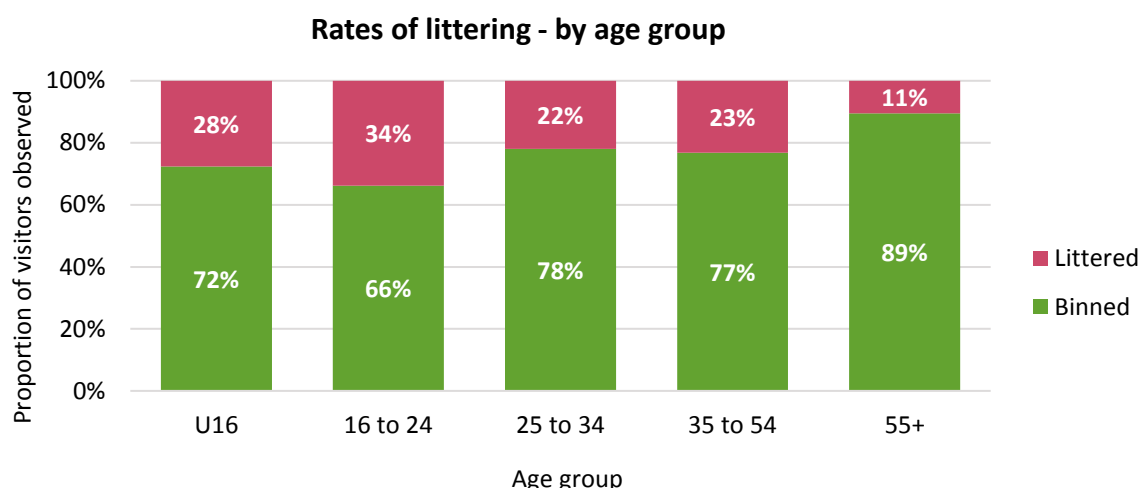
These 11 visitors were generally:

- in a couples or groups of three to four friends
- aged between 25 and 34 years
- picnicking and socialising at the time of littering
- leisure visitors or tourists, rather than local residents (based on appearance/behaviour).

## Littering in parks/green spaces – by age group

Across all of the parks and green spaces included in the Abandoned Picnics research, rates of littering by visitors were generally similar across all age groups, although those aged 55 and over were the least likely to litter their rubbish, while those aged 16 to 24 were the most likely to litter (Figure 4). This finding is somewhat typical of Keep Britain Tidy's broader research on littering behaviours, which has found that people in all age groups litter, but that the majority of people do the right thing.

**Figure 4: Rates of littering by age group**



Base: U15=210; 16 to 24 = 346; 25 to 34 = 474; 35 to 54=375; 55+=95

## Littering in parks/green spaces – by visitor type

Interestingly, our research suggests that people who litter in parks/green spaces are significantly more likely to be local residents, rather than tourists or visitors from further afield (noting that our researchers categorise the people they observe based on appearances, activity and behaviour, and that some inaccuracies may occasionally occur) (Figure 5). Based on Keep Britain Tidy's previous research, we suggest that a proportion of this could be due to local residents taking household rubbish into parks/green spaces<sup>2</sup>.

In 2018, Keep Britain Tidy conducted an experiment across three parks in partnership with Ealing Council and Merton Council to monitor the impacts of removing all bins from the parks on litter and fly-tipping. The results from this suggest that incidents of household fly-tipping in the parks (particularly bags of rubbish left next to bins) visibly decreased following the bin removal:

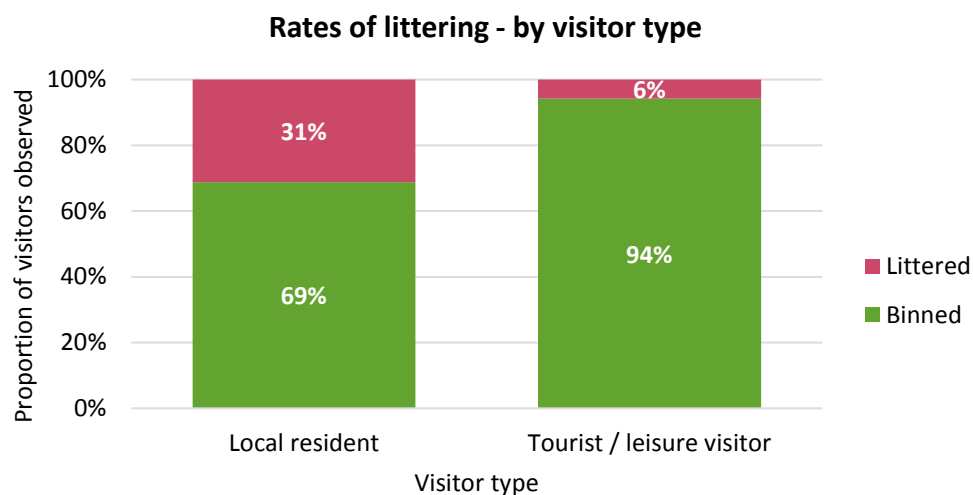
*"We picked the park [for the experiment] because we knew that there were bins that were being abused by local residents – they were using these for domestic waste. So we knew we would probably have a reduction in fly-tipping as a result of the bin removal [...] We did see bags of household rubbish dumped near the entrance in the first week, but then this stopped."*

(Partner interviewee)

<sup>2</sup> Keep Britain Tidy, *Understanding and Tackling Fly-tipping in London*, 2018; Keep Britain Tidy, *Inside the Head of Fly-tippers*, 2017.

If fly-tipping of black bags and other rubbish by local residents is an issue next to bins around the periphery of Hampstead Heath, we recommend conducting a trial to remove these or move them further into the Heath. This is discussed further in Section 3: Recommendations.

**Figure 5: Rates of littering by visitor type**

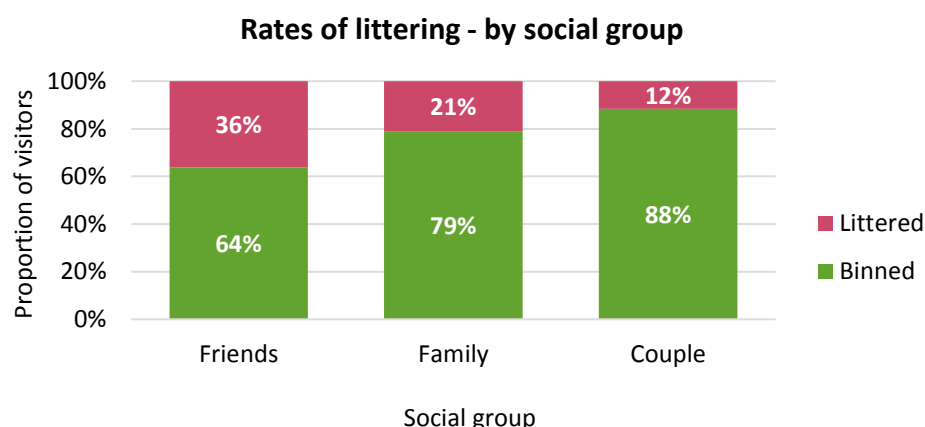


Base: Local Resident = 1018; Tourist/ leisure visitor = 359

### Littering in parks/green spaces – by social group

The research found that visitors were least likely to litter when in a couple (e.g. on a date or with their partner), and most likely to litter when with friends. Previous research by Keep Britain Tidy with young adults had similar findings, with 18-25 year olds stating they would never litter in front of a date as they felt this could be a turn-off, and they would hold reservations about dating someone who littered. With these findings in mind, we suggest that fun, interactive and social interventions would be appropriate for engaging people visiting with friends. We have made a number of recommendations for this in Section 3.

**Figure 6: Rates of littering by social group**



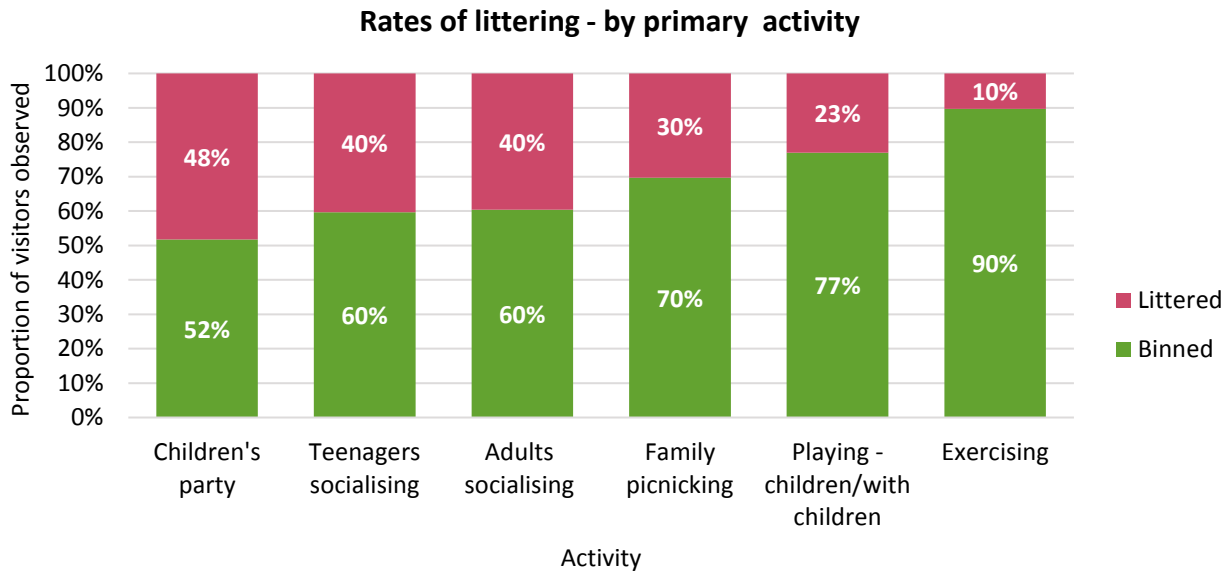
Base: Friends = 487; Family = 563; Couple= 182

Based on conversations with the City Corporation staff and local stakeholders, we understand that a number of students from local schools spend time on the Heath during breaks, and that this is a key driver of littering in specific areas, namely near the ponds and in the Parliament Hill area (this issue was not captured in the *Abandoned Picnics* research due to the observations being conducted on weekends). We suggest that engaging students from these schools to co-design interventions targeted to peers could be an effective way to discourage this issue – this is discussed further in the recommendations at Section 3.

**Littering in parks/green spaces – by activity**

The *Abandoned Picnics* results suggest that a large proportion of littering in parks/green spaces comes from children’s parties and teenagers and adults socialising (Figure 7), and the stakeholder workshops conducted as part of this project confirmed that this can be an issue on the Heath. We suggest that practical measures could be an appropriate way to address this issue, for example by providing a ‘standard’ for children’s parties and providing novelty rubbish bags for collecting and sorting rubbish from parties. Our recommendations are discussed further at Section 3.

**Figure 7: Rates of littering by primary activity at time of disposal**

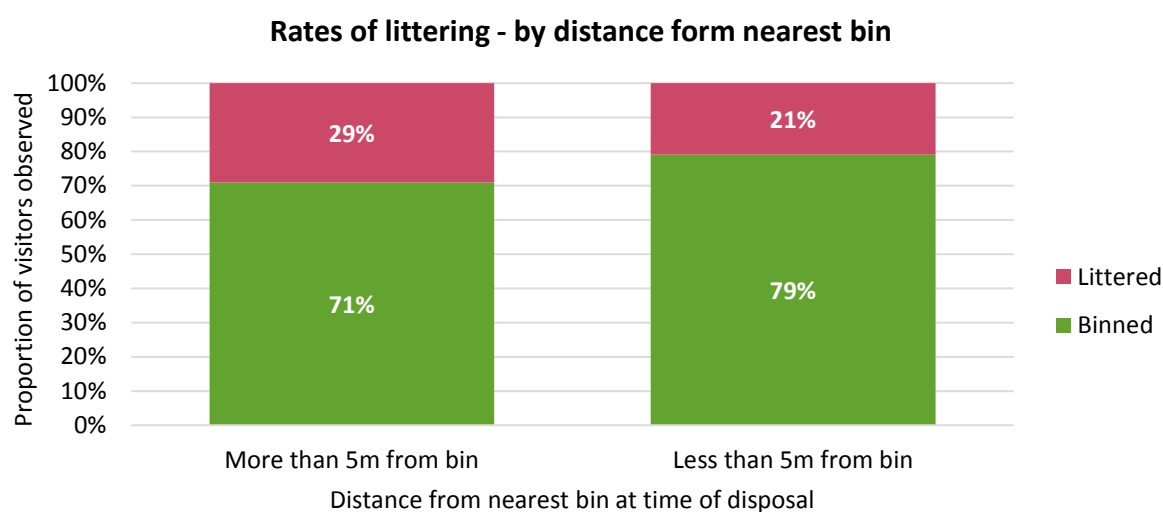


Base: Children’s party = 29; Other = 58; Teenagers socialising = 62; Adults Socialising = 361; Family picnicking = 188; Playing children = 226; Exercising = 575.

**Littering in parks/green spaces – by distance from a bin**

Our research found that people who were within five metres of a bin were slightly less likely to litter compared to those who were further than five metres from a bin (Figure 8), however this difference in not statistically significant.

**Figure 8: Rates of littering by distance from nearest bin at time of disposal**



Base: More than 5m from bin = 824; Less than 5m from bin = 647

There is some evidence to suggest that having no bins or fewer bins in the right locations will help to reduce litter levels in parks and green spaces, although further research is required to verify this.

For example, litter monitoring in our bin removal experiment with Ealing Council and Merton Council (conducted in Maytrees Rest Garden and North Acton Playing Fields in Ealing, and Wandle Park in Merton) found that while the amount of litter collected from the ground increased significantly following bin removal, the Park Managers involved felt that litter levels were lower than what they would normally expect during warmer weather periods when the experiment took place:

*“It worked – litter reduced significantly... There was no increase in fly-tipping or side waste.”*

*“Visually it looked good, because where there were bins before, there was often litter around them, and so it took away that eyesore.”*

*“As a [partner] we are incredibly happy. We inspected the park three times a week and we could see that it was cleaner.”*

(Partner interviewees)

Despite the increases in litter recorded in the experiment, the total amount of waste left in each park<sup>3</sup> decreased significantly from the baseline monitoring period following bin removal (by an average of 68% across the three parks, and up to 84% in one of the parks), indicating that a large proportion of park visitors took their rubbish with them. Both partners informally monitored on-street litter bins in the areas immediately surrounding the parks and felt confident that park visitors were not using these in place of the removed bins.

<sup>3</sup> Waste left in bins and on the ground prior to bin removal, and waste left on the ground once the bins had been removed.

The park user perceptions results in this experiment were mixed. Perceptions of litter, fly-tipping and the overall attractiveness of the park were not impacted in Maytrees Rest Garden, and in fact improved slightly following bin removal. Perceptions in the North Acton Playing Fields were positive in the month immediately following bin removal, but declined in the longer term monitoring conducted three months later. Perceptions in Wandle Park were generally negative following bin removal across both the shorter and longer term monitoring periods. Positively, when asked what they would do with their rubbish without bins in the park, the majority of park users surveyed across all three parks said that they would take their rubbish home.

We consider the results from this experiment to be promising, although we recommend further piloting of the approach to gather more robust evidence on the impacts of bin removal on rates of littering. Our experiment monitored the amount of litter left on the ground and placed in bins during the baseline monitoring period, which enabled us to account for fluctuations in footfall (e.g. during warmer weather, when visitor numbers and thus the amount of waste taken into the park tends to increase). This means that the true rate of littering can be captured – i.e. the amount of litter left on the ground versus that disposed of in bins. Once the bins were removed, this was not possible. We therefore strongly recommend that future trialling of the approach includes a mechanism for capturing the amount of litter dropped as a proportion of the overall amount of waste taken into and out of the park/greenspace. Behavioural observations are one way that this could be achieved. Gathering robust evidence of litter impacts will be crucial for providing a rationale for the approach to the public, as removing bins to reduce litter could be considered counter-intuitive.

Our experience in this experiment suggests that it is vital to engage key stakeholders in the lead-up to bin removal to gain their buy-in to the approach. This includes 'Friends of' and other community interest groups. We suggest engaging such groups to participate in the experiment, for example by helping to develop communications to inform the public of the approach and/or by involving these stakeholders in litter monitoring activities.

## **Picnics**

Hampstead Heath is a popular destination for picnics and as with many other parks/green spaces, this can lead to significant volumes of waste and litter at certain times, particularly:

- on warm days (the biggest predictor)
- on weekends and bank holidays (but also on weekdays during warm weather)
- during lunchtimes and early evenings
- in spring and summer generally.

When visitors pack up to leave a park/green space following a picnic, they tend to collect their rubbish into one or more plastic carrier bags. The photographs by the City Corporation below show an example of this, with plastic carrier bags of rubbish left in and next to general waste bins, presumably at the end of a busy, warm weather day.

**Figure 9: Photographs provided by the City Corporation, which show bags of ‘picnic rubbish’ left in and around bins on Hampstead Heath**



There are two important implications from this to consider when developing the future waste collection arrangements and communications:

1. From the photographs, it appears that people have not separated general waste and recyclables – rather these have been mixed together into single bags. As there are no recycling facilities currently provided on the Heath (aside from split bins provided outside the Parliament Hill café) this can be expected. However, once the new recycling bins are introduced on the Heath, we recommend additional prompts to encourage visitors to separate their waste for recycling before disposal, rather than dispose of these in a single bag, to maximise recycling and to help prevent the apertures from becoming blocked. For example, this could include messaging on bins or A-frame boards/chalkboards placed next to bins and a key picnics areas, alongside seasonal face-to-face engagement with visitors.
2. With smaller apertures in place, some people are likely to leave bags of rubbish next to the bins. Keep Britain Tidy’s research on fly-tipping behaviours has found that many people are not aware that leaving rubbish next to bins is ‘fly-tipping’, with many believing that it is an appropriate thing to do because the waste can easily be collected when the bins are emptied. Furthermore, a single bag left next to a bin can quickly accumulate as others take it as a signal that it is acceptable to do the same. As noted by the City Corporation staff during the co-design workshop, interventions that prevent the first bag of rubbish from being left next to a bin are therefore essential. We recommend using visual cues around the base of bins for this purpose. Examples include:
  - A-frame boards placed next to bins with a similar message and an accompanying call to action such as ‘If this bin is full, please take your rubbish home’;
  - pavement stencils or artwork around the base of bins that use images of local wildlife (hedgehogs, grass snakes, etc.) alongside the message ‘Wildlife lives here. Please do not leave rubbish next to this bin.’;
  - ‘Beautiful obstructions’ to design-out dumping, such as planters, although bin access by waste collectors will need to be considered; and
  - Ground mats or artwork that create visual boundaries around the bin. For example, in a small experiment with Havering Council, Keep Britain Tidy used AstroTurf around the base of on-street litter bins to discourage fly-tipping of household waste by the bins. This intervention reduced the number of black bags left by bins by approximately 50%. Our hypothesis is that the AstroTurf created a boundary around and relative beautification of the bins, which prompted people to behave differently.

**Figure 10: Photograph provided by the City Corporation of one style of bin housing being considered for the new bins on Hampstead Heath**

## 2.3 Site Visit Observations

The key observations from the site visit are summarised below.

- There was a sufficient number of general waste and dog waste bins around the periphery of the Heath: Parliament Hill, Dukes Field, Stone of Free Speech and the Highgate ponds.
- There were considerably fewer bins but also less litter in the middle areas of the Heath: South Meadow and Sandy Heath.
- Parliament Hill Café provided their own bins, including recycling bins. These had a different design and signage to the main bins provided throughout the Heath.
- General waste bins and dog waste bins were generally provided side-by-side, but not in all instances. This may be confusing for some dog walkers if the intention is to collect dog waste separately from general waste.

**Figure 11: Bins currently provided on Hampstead Heath**

*General waste and dog waste bins provided throughout the Heath*



*Split general waste and recycling bin provided at Parliament Hill Café*



### **Bins: Cleanliness and Fullness**

- The majority of general waste bins observed on the Heath were clean and in good condition.
- However, a number of the dog waste bins appeared dirty and had waste trapped in the aperture. The flap lid design of the aperture on the dog waste bins requires people to touch the bin in order to deposit waste in there. Evidence from Keep Britain Tidy's previous research suggests that having to touch a bin can be a 'turn-off' to people using it, as they consider it unsanitary<sup>4</sup>. Waste trapped in the flap in the aperture may also cause people to think that the bin is full.
- The majority of general waste bins observed were less than 50% full. Waste in these bins was predominantly coffee cups and bagged dog waste, with the latter occurring even where dog waste bins were provided next to the general waste bin. Aside from their relative cleanliness, the general waste bins are easier to use than the dog waste bins (i.e. waste is simply dropped into the large opening of the general waste bin, rather than 'posted' through a flap), which may encourage a preference for them.

**Figure 12: Example of a dirty dog waste bin**



<sup>4</sup> *Little Book of Litter*, Keep Britain Tidy, 2012, [https://www.keepbritaintidy.org/sites/default/files/resources/KBT\\_Little\\_Book\\_of\\_Litter\\_2012.pdf](https://www.keepbritaintidy.org/sites/default/files/resources/KBT_Little_Book_of_Litter_2012.pdf).

## **Signage on bins**

- The general waste bins display a small 'no dog fouling' image and no other signage (see Figure 11 above). This may be confusing to some visitors, who may interpret the signage as 'no dog waste in bin'. If this is the intention, this signage could be made clearer and more prominent.
- Small 'general waste' and 'recyclables' symbols are displayed on the split general/recycling waste bins provided at the Parliament Hill Café, however these could be made clearer and more prominent (see Figure 11 above). We note that coffee cups were found in both the general waste and recyclables sections of the split bins. Keep Britain Tidy's previous research has identified that there is much confusion around the recyclability of coffee cups and these are a common contaminant in recycling bins.

## **Litter issues present**

- The Heath was generally clean and free from litter at the time of the site visit.
- The litter observed around the Heath was generally plastic bags and crisp packets. These items can be easily blown out from inside the general waste bins and we heard from participants in the workshop with the City Corporation staff that this can be an issue, alongside birds and foxes spreading rubbish from inside these bins.
- A relatively large amount of litter (plastic bags, crisp bags and coffee cups) had accumulated behind the lines of trees and other 'litter traps' within the Heath.
- Dog fouling and littered bagged dog waste was observed in various (mostly peripheral) areas of the Heath.

## **Street furniture**

- Where water fountains were available, these had no running water at the time of site visit and there was no tap option to easily fill water bottles. We understand that the water fountains are switched off during the winter months to prevent the pipes from freezing.
- Benches and other furniture provided on the Heath were generally in good condition.

## **People**

- The majority of the people observed on the Heath at the time of the site visit (Thursday morning) were adults. Most (presumably local residents) were walking a dog and drinking from a take-away coffee cup.
- Several commercial dog walkers were observed, with some walking more than four dogs each.

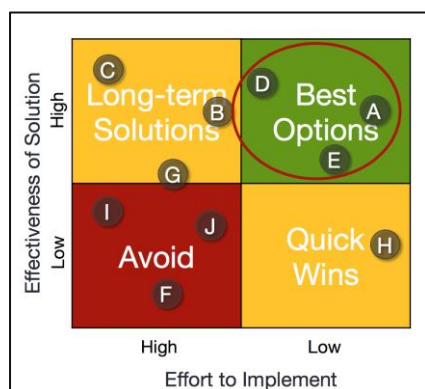
### 3 Recommendations

The following recommendations draw on insights from Keep Britain Tidy's information gathering activities (desk review, site visit, workshops and Green Flag Assessor survey) alongside ideas developed through the co-design workshops with local stakeholders and the City Corporation staff.

The recommendations range from 'quick wins' to longer term aspirations. It could be useful for the City Corporation to prioritise preferred recommendations by plotting these on a 'benefit/effort' matrix (see example at Figure 13). This is a simple tool which can help to rapidly identify which activities should be focussed on in the first instance. The horizontal axis of the matrix indicates the level of effort required to implement the activities according to the resources required (time, money, staff capacity, etc.), while the vertical axis indicates the level of expected impact. We suggest that the latter could be plotted in line with the waste hierarchy (avoid, reduce, reuse, recycle, recover, dispose) – those activities which are likely to reduce the amount of waste brought into the Heath in the first place will reduce management costs for the City Corporation and also help to reduce litter.

It should be noted that a number of our recommendations may require further development in order to map these across the benefit/effort matrix effectively.

**Figure 13: Example of a benefit/effort matrix**



Source: Wilko

#### 3.1 General communications

##### 1. Develop an overarching campaign for Hampstead Heath

Hampstead Heath is known as one of London's most popular green spaces, and it was clear from the stakeholder workshop that there is a strong sense of cultural, natural and geographical identity associated with it. We recommend that an overarching campaign be developed for Hampstead Heath which leverages these sentiments with a view to encouraging greater care for the local environment by visitors. Based on comments by participants in the stakeholder workshop, we suggest that the campaign could focus on elements such as:

- The Heath's status as a much-loved local icon;
- The Heath as a 'wild' place, with special natural features and wildlife – similar to a National Park or Area of Outstanding Natural Beauty; and
- The unique Hampstead Ponds.

These could also be aligned with the four intended outcomes of the new Management Strategy for Hampstead Heath. We suggested testing campaign themes and messaging with visitors to the Heath (e.g. via the face-to-face surveys to be conducted in Work Package B).

Workshop participants suggested that a series of branded merchandise linked to the campaign could be developed as part of this, such as reusable coffee cups, water bottles, food containers and tote bags. There was also a suggestion that local celebrities could be utilised to support the campaign.

Within this brand, or as a minimum, we suggest that a campaign be developed for Hampstead Heath that focusses on reducing the amount of waste left on the Heath (by bringing less waste onto the Heath in the first place, by taking waste home for recycling).

Alongside this we suggest that the waste campaign:

- **Use values-based messaging approaches.** There is much evidence to suggest that appeals to intrinsic values (equality, universalism, benevolence, etc.) can be more effective in motivating a behaviour that requires additional time and effort than appeals to extrinsic values (personal rewards, financial gains, etc.)<sup>5</sup>. Values-based messaging highlights the intrinsic social and environmental benefits of doing something and helps people to join the dots between their actions and the intrinsic benefits. In the case of Hampstead Heath, this could include messaging around and images of local wildlife, shared enjoyment of the Heath, the views from a scenery around the Heath, pride on the Heath as an institution and a piece of countryside in the middle of a global city, events and traditions unique to the Heath, and so on. As noted above, Work Package B will provide an opportunity to test different messaging approaches with the public and Keep Britain Tidy will work with the City Corporation to develop and prioritise messages to be tested.
- **Consider the ‘messenger effect’.** We are greatly influenced by the communicator of information and the same message from different sources can have different effects<sup>6</sup>. We recommend that communications use ‘trusted messengers’ to deliver information (e.g. by using images of and direct quotes from messengers in posters and other communications materials). For example, Hampstead Heath Rangers or operatives may be effective messengers when communicating about wildlife and waste issues. We suggest testing different messenger options with visitors in Work Package B.

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<sup>5</sup> See, for example, case studies referenced in *Common Cause for Nature: A practical guide to values and frames in conservation*, Common Cause and PIRC, 2013, [https://publicinterest.org.uk/download/framing\\_nature/Common%20Cause%20for%20Nature%20-%20Practitioners%20Guide.pdf](https://publicinterest.org.uk/download/framing_nature/Common%20Cause%20for%20Nature%20-%20Practitioners%20Guide.pdf).

In 2017 Keep Britain Tidy conducted a survey with 2,119 adults across the UK as part of its research on bottled water consumption. This found that respondents who elected ‘helping the environment’ as the main advantage of using a reusable water bottle were significantly more likely to say that they were willing to put extra effort and time into finding alternatives to bottled water when no tap water is immediately or conveniently available, whereas those who elected ‘saving money’ as the main benefit were significantly less likely to indicate that they would do this. This suggests that interventions that highlight monetary savings from using a reusable water bottle may not be as effective in reducing bottled water consumption as appeals to other values, such as environmental, societal and personal health and wellbeing. See:

[https://www.keepbritaintidy.org/sites/default/files/KBT\\_CFSI\\_BRITA\\_Water\\_Water\\_Everywhere\\_2017.pdf](https://www.keepbritaintidy.org/sites/default/files/KBT_CFSI_BRITA_Water_Water_Everywhere_2017.pdf).

<sup>6</sup> *MINDSPACE: Influencing behaviour through public policy*, Institute for Government, 2010, <https://www.instituteforgovernment.org.uk/sites/default/files/publications/MINDSPACE.pdf>.

- **Use local wildlife to highlight the importance of pro-environmental behaviours.** This could include visual prompts placed at key locations within the Heath to remind visitors that it is home to wildlife such as hedgehogs, grass snakes, muntjac deer, foxes and moles that can be impacted by litter. Using specific statistics will help to increase the immediacy of environmental concerns and add authority to messaging. For example, 'There are 22 hedgehogs on Hampstead Heath...'.
- **Communicate targets, provide feedback to the public and demonstrate momentum.** The <5% contamination target is ideal for this, because it will help to raise awareness of an issue that many don't know about – that small amounts of contamination can mean that whole loads of recycling are rejected. Communications around this could be placed on or around general waste and recycling bins, and used in online communications. These should specify common recycling contaminants that should be placed in the general waste rather than recycling bins, such as food and coffee cups.

Dynamic scoreboards or 'ometers' that are frequently updated with the latest waste reduction results could be displayed at key locations on the Heath to provide 'real time' feedback on people's behaviours across the Heath with regards to reducing waste and increasing recycling. Providing in-situ feedback to people on behaviours is one of the most effective ways to influence behaviour change, and often there is no feedback loop on the behaviour of reducing waste or recycling.

- **Use general 'good practice' communication principles:**
  - Tell people what to do (rather than just what they shouldn't do)
  - Frame messaging to be on the side of the public
  - Humanise communications (for example, use images of and quotes from real people)
  - Correct misperceptions / use social norming to highlight what most people do/say/want
  - Use relevant images to communicate quickly and across language barriers
  - Use plain, specific language.

## **2. Consider establishing Hampstead Heath as a Waste Free Zone or a Plastic Free Zone.**

This would be a good opportunity to build on the current public momentum around reducing single-use plastics and waste. The key 'call to action' would involve asking visitors to bring less waste onto the Heath and to take the waste they do bring in out with them again. Hampstead Heath could demonstrate its commitment to the cause by taking actions and setting targets towards eliminating waste from its own operations and through the facilities it provides (recycling bins, water fountains etc.). Local retailers could be engaged to make their own pledges to the cause. Signage at key entrance points could be used to communicate to visitors that they are now entering a 'waste free zone'.

### 3. Help people to plan to minimise waste during their visits

We recommend adding information to the *Getting to Hampstead Heath* webpage<sup>7</sup> to set expectations around people minimising and managing their waste when visiting the Heath, and to help them plan for this. This could include setting a carry-in/carry-out expectation, tips for reducing waste brought onto the Heath, information on recycling, and information on local retailers that accept/provide reusable packaging, water bottles refills and other options to help minimise waste. Local community groups and Heath user groups could be asked to disseminate this information through their networks.

### 4. Update the 'Litter' information provided on the Hampstead Heath website

We suggest updating the litter information provided on the Hampstead Heath website<sup>8</sup> to clarify the key messages and reflect values-based messaging approaches.

The first paragraph has slightly mixed messaging, in that it asks visitors to take their rubbish with them, but then specifies that bins are provided for this purpose:

*We welcome picnickers to the Heath, but do ask that everyone takes their rubbish with them.  
We provide large bins across the Heath for this purpose.*

We acknowledge that the intention here is to ask visitors to take their rubbish to a nearby bin, rather than out of the Heath, however we recommend providing a clearer and firmer 'call to action' to establish expectations around waste management. For example, ask people to take their rubbish out with them and tell them why this is important.

The second paragraph focuses on extrinsic values by highlighting the financial cost to City Corporation and by referring to 'you' the 'users':

*Litter is very expensive to manage, and we are a registered charity with limited resources. By disposing of your litter, you allow us to save those resources for the conservation of the Heath and for projects which benefit you, our users.*

We suggest updating this to focus on intrinsic values, such as wildlife, the social groups and activities that can be impacted by litter, and community expectations with regards to taking rubbish away.

## 3.2 Bin provision, placement and design

### 1. Consider removing bins from the periphery of the Hampstead Heath and other strategic locations to reduce litter and fly-tipping

As indicated in Section 2.2, there is evidence to suggest that removing bins from certain areas has a positive impact on litter levels and fly-tipping. We suggest undertaking a series of pilots to:

- remove bins from around the periphery of the Heath to discourage household fly-tipping next to the bins. These could be moved further into the Heath (e.g. along pathways where they can be easily accessed by the waste collection vehicles) – the idea is to make them less convenient to reach from outside the Heath.

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<sup>7</sup> <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/Getting-to-Hampstead-Heath.aspx>

<sup>8</sup> <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/where-to-eat.aspx>

- remove bins from defined areas within the Heath entirely to encourage visitors to carry their rubbish out. For example, these could be litter hotspot areas, the Bathing Ponds areas or ‘wilder’ countryside areas.

## **2. Engage stakeholders in advance to gain buy-in to changes to bins**

Based on our experience in the abovementioned bin removal experiment, we strongly recommend that any pilots or interventions involving the removal of or changes to bins (including dog waste bins as discussed below) incorporate stakeholder engagement in advance of the changes to ensure that these don’t come as a ‘shock’. For example, key interest groups could be engaged to introduce the concept, invite their ideas about how to communicate it more broadly, and/or support monitoring and evaluation of the initiative. Signage (we recommend A-frame boards) could be placed at the bins to be removed/changed for a number of weeks in advance to explain the coming changes and rationale for these.

## **3. Monitor the impacts of changes to bins and feed results back to the public**

Linked to this, we strongly recommend that any potentially controversial changes (e.g. bin removal) are robustly monitored and evaluated with a view to providing a rationale to the public around impacts and effectiveness. Keep Britain Tidy can provide support and guidelines for monitoring waste and litter issues.

## **4. Use pedestrian flow mapping to identify optimal locations for bins and communications/ other interventions**

We strongly recommend using behavioural observations to map pedestrian flow patterns into and around the Heath in order to identify optimal bin locations and the waste types catered for at each of these, alongside locations for signage and other interventions. These should take into account the journeys from key local retailers and transport hubs/bus stops to the Heath, and from popular picnic areas, dog walking areas, etc. within the Heath.

## **5. Use appropriate images or real-life examples on bin signage**

Use illustrations, colour coding and/or real-life examples on bin signage to help people quickly understand what can go into each bin. ‘Real-life’ examples could be incorporated into the design of the bin (e.g. by using Perspex window or boxes on the bin to display the types of items that should go in the bin) or via stickers placed on bins designed to look like a window into the bin. Emphasis could be given to the items most commonly disposed at the Heath (coffee cups, glass and plastic bottles, etc.).

## **6. Plan-in bin cleaning and maintenance**

A number of participants in the co-design workshop with key City Corporation staff highlighted the need to allocate specific time/resource towards maintaining the quality of the new bins. Keeping bins clean will also help to encourage people to use them. Incorporating a quick bin clean into existing bin collection routines is one approach that could help to maintain bins without being too resource-intensive.

### 3.3 Collecting dog waste

#### 1. Monitor waste composition to understand the need for separate dog waste bins

We understand that significant volumes of dog waste are disposed of on the Heath throughout the year, and that this can be a particular issue during quieter periods when dog waste overwhelms other waste left in bins. However, it is not clear whether this will continue to be an issue under the new waste collection arrangements when fewer large capacity bins are introduced. It is therefore recommended that waste on the Heath be monitored to understand the relative volumes of dog waste during both quiet and busy periods, and to use this data to understand whether separate dog waste collection is required under the new waste collection system.

If viable, the priority option should be to remove separate dog waste bins entirely and collect dog waste with general litter. This avoids separate collection rounds (and associated environmental impacts) and aligns with the 'any bin will do' message which is increasingly used by land managers elsewhere. Alternatively, dog waste bins could be used during the 'off-season' only.

#### 2. If dog waste must be collected separately, consider implementing new dog waste bins alongside the general waste and recycling bins

The dog waste bins currently provided on the Heath have a flap lid aperture and requires people to touch the bin to dispose of waste, which has been found to be a 'turn off' to people using a bin in previous research. The bins are also relatively small for the large volumes of dog waste managed by Hampstead Heath. Finally, a number of the dog waste bins we observed during our site visit appeared dirty and in need of updating.

If the City Corporation would like to continue collecting dog waste separately from all other waste in Hampstead Heath, we recommend that new dog waste bins be considered for the Heath. These should be designed so that people don't need to touch the bin in order to use it. The bins at Figure 14 provide examples of 'hands free' dog waste bins. The foot pedal operated example has the added benefit of being relatively large capacity (66 litres), which would be useful for managing the large volumes of dog waste left on the Heath. The *Ezeleash*<sup>9</sup> example is designed to discourage rubbish other than bagged dog waste from being deposited. This design would be useful in popular dog walking areas where all other bins have been removed (e.g. to discourage littering). It should be noted that this particular bin was not available in the UK at the time of writing this report and is provided as an illustration of good design only.

Collecting dog waste separately provides an opportunity to consider onsite or offsite anaerobic/bio composting. There are a number of case studies within the UK and overseas that have used onsite dog waste composters to power street lamps<sup>10</sup>. This type of initiative may provide added incentive for dog walkers to dispose of dog waste responsibly, however, the feasibility of using onsite composters on the Heath would need to be explored further, as its large size and multiple entrance/exit points would make it difficult to channel dog walkers towards specific locations for composting dog waste. The City Corporation could explore options for sending dog waste to an offsite anaerobic digestion facility and this is the preferred option to incineration in a circular economy.

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<sup>9</sup> <http://www.ezeleash.co.nz/Default.aspx?page=5573>

<sup>10</sup> For example: <https://www.theguardian.com/environment/2018/jan/01/stools-to-fuels-street-lamp-runs-on-dog-poo-bio-energy-waste->.

**Figure 14: Examples of 'hands free' dog waste bins**



### 3.4 Events

#### 1. Develop a Code of Conduct and consider refundable deposits for organised events

It is recommended that a Code of Conduct be developed for organised events, including regular sports events. This should specify expectations around waste management and require organisers to sign a pledge that they will take actions around minimising the amount of waste brought into the Heath and taking rubbish away. A refundable deposit could also be considered for larger events which would be returned if waste is managed appropriately.

#### 2. Develop a standard for children's parties and other social gatherings

Feedback from participants in the workshops suggests children parties can be an issue on the Heath, particularly around Pryors Field. One approach towards tackling this could be to develop a standard for organised parties, for example a 'Hedgehog-friendly events' standard. This would provide principles and checklists for ensuring that organised parties minimise waste and litter. A version of the standard could be targeted towards children to engage them in the process of ensuring that their party is 'hedgehog-friendly'.

### 3.5 Engaging local retailers to reduce waste brought into the Heath

#### 1. Work with the Heath cafés and surrounding businesses to establish a local Refill network

Local businesses (particularly those that service food and drinks) can help to reduce waste from single-use water bottles by providing free drinking water to the public while they are out and about. These businesses have drinking water infrastructure that is already in place and maintained by the businesses, making this an efficient and cost-effective way to build a network of safe and accessible public drink water facilities. Keep Britain Tidy's previous research<sup>11</sup> has found that members of the public feel uncomfortable about asking businesses for free drinking water in a reusable water bottle when making a purchase, and in either a glass or reusable water bottle when no purchase is being

<sup>11</sup> *Water, water, everywhere*, Keep Britain Tidy, 2017.

made. The Refill<sup>12</sup> scheme seeks to overcome this by making it easy for the members of the public to identify those businesses that are willing to provide free drinking water to both customers and non-customers. Businesses signed up to the scheme display a 'Free tap water available here' window sticker and can also be located via the Refill app.

It is recommended that the City Corporation and/or volunteers work with Refill to establish a local refill network, starting with the Heath cafés. Keep Britain Tidy has heard anecdotal evidence that businesses can benefit financially from community water schemes such as Refill, as they encourage new customers.

#### **a. Reinstate water fountains on the Heath and install taps for water bottles**

The site visit identified that water fountains on the Heath had no running water. As part of establishing a local Refill network, it is recommended that these be reinstated and have taps installed to allow water bottles to be easily filled. Accompanying signage should be used to highlight that the fountain is working a safe to use, e.g. *London's finest tap water*.

## **2. Work with local retailers to reduce single-use packaging brought into the Heath**

We suggest that a plan be developed for engaging local retailers to support the City Corporation's efforts to reduce the amount of single-use packaging brought into the Heath. Keep Britain Tidy can support in developing an appropriate strategy for this. Retailers should be provided with evidence about the issues (e.g. the amount of branded waste collected on the Heath, public perceptions, etc.) and steps that the retailers can take to address these issues. Local volunteers could be recruited to support engagement with local businesses.

The workshops generated a number of ideas for reducing waste from local retailers and these could be further developed alongside the relevant businesses:

- Incentivise customers to avoid using disposable coffee cups – for example, charge a levy on disposable cups with proceeds going to local charities or causes, or provide discounts for 'drinking-in' or using a reusable coffee cup. A campaign specifically aimed at people walking dogs on the Heath is recommended, as we observed numerous dog walkers drinking coffee in disposable cups during the site visit.
- Ask retailers to default to not distributing items such as disposable utensils, serviettes, paper/plastic bags, straws etc., requiring customers to specifically ask for these.
- Ask local pizza restaurants to serve take-away pizzas in paper bags instead of boxes. Pizza boxes may cause new issues when the new bins are installed, as they can block 'post' style bin apertures.
- Support retailers in conducting an audit of their food and drink packaging, with a view to reducing unnecessary packaging and identifying products that could be sold in reusable/returnable alternatives.
- Consider selling Hampstead Heath branded reusable coffee cups via local retailers.
- Ask retailers to support Hampstead Heath waste and litter campaigns in store, for example by displaying communications and via verbal messaging at the till.

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<sup>12</sup> <https://refill.org.uk/>

## 3.6 Engaging key stakeholders

### 1. Establish a waste and litter Working Group for the Heath

The workshop with key stakeholders revealed that there is appetite amongst local residents for actively supporting the City Corporation in its efforts to tackle waste and litter issues on the Heath. To this end, we suggest establishing a Waste and Litter Working Group which could meet regularly to review and steer progress against waste and litter initiatives and targets. Local residents could also be engaged to support the roll-out and monitoring of initiatives.

### 2. Use Community Based Social Marketing activate behaviour change via special interest groups

In addition to this, we recommend using a Community Based Social Marketing approach to disseminate messages and activate behaviour change via Hampstead Heath's special interest and user groups. This would involve mapping all groups that use the Heath (sporting groups, social groups, environment groups, etc.) alongside the key waste and litter issues that they could support action on. Representatives from each group would then be engaged on the relevant issues (e.g. drink container littering by sports participants) and asked to come up with practical solutions that meet their needs (e.g. sports event organisers might pledge to instruct participants to take their rubbish with them before and after games, provide their own bins at event for this purpose or ban single-use containers at events).

### 3. Engage local schools to co-design waste and litter solutions with students

We understand that students from four local schools visit the Heath regularly during lunchtimes and after school, and that this can be a source of litter in certain areas (near the ponds and Parliament Hill). It is therefore recommended that these schools be engaged in developing solutions to student-led waste and litter issues on the Heath via co-design workshops or similar activities. Having students design intervention and communications will help to ensure that these are more targeted and effective in engaging other students.

## 3.7 Targeted interventions and campaigns to tackle specific behaviours

The stakeholder workshops identified a number of opportunities for developing seasonal or targeted campaigns. These include:

- A New Year's Eve campaign on glass bottles (particularly Prosecco).
- A tongue-in-cheek 'designated waste carrier' campaign (based on designated driver campaigns) aimed at tackling litter from social gatherings/party picnics that involve alcohol.
- Mobile information boards to be used on busy days – these could use innovative messaging approaches to encourage pro-environmental and pro-social behaviours, or could provide practical information and litter picking equipment similar to #2minutebeachclean<sup>13</sup> boards. On very busy days we recommend rolling out mobile information boards that encourage visitors to take their rubbish home, rather than additional mobile bins.

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<sup>13</sup> <https://beachclean.net/boards>

Keep Britain Tidy is also constantly developing new interventions and campaigns to prevent litter and waste. Recent examples include:

- We're Watching You: A social experiment to tackle dog fouling – achieving an average reduction in dog fouling of 46% across 128 pilot sites;
- Bin it for Good: Incentivising positive environmental behaviour through donations to charities – achieving an average reduction in general litter of 38% across 18 pilot locations;
- Walk This Way: Using dog walking routes to nudge dog walkers towards a bin – achieving an average reduction in dog fouling and bagged dog waste littering of 38% across six parks;
- Smoking zones: Nudging smokers towards cigarette bins – achieving an 89% reduction in the number of people observed littering cigarette butts;
- Green Footprints: Testing Pelle Hansen's green footprints nudge in high streets and parks – achieving an average reduction in general litter of 19.5% across eight pilot sites;
- It's Still Littering: Calling-out 'leave behind littering' via in-situ litter characters – achieving an average 20% reduction in general litter across 11 pilot sites;
- Crime Scene Investigation Tape: Providing in-situ feedback to address expectations that fly-tips will be collected quickly and without repercussions – achieving an average reduction in rates of fly-tipping of 41% across three weeks.

We would welcome the opportunity to develop and pilot new campaigns and interventions on Hampstead Heath.

## 4 Next steps

Work Package B will involve face-to-face surveys with visitors to the Heath to gather feedback on different messaging approaches. This will help to inform the development of communications around litter and waste, including bin signage, general signage, and supporting online and other communications.

The specific messaging approaches to be tested will be developed alongside the City Corporation. We recommend that these include:

- Testing different messages for motivating positive waste disposal behaviours to identify effective approaches (e.g. 'carrot versus stick', values-based messaging, appeals to wildlife and the Heath as a 'wild place', communicating waste targets and achievements, and so on) and the most appropriate messengers for these (local residents, celebrities, operative staff, etc.);
- Gathering information on the most appropriate ways to reach visitors through communications;
- Gathering information on how visitors can be supported to minimise the amount of waste they bring into the Heath (and to maximise the amount they recycle/take out with them);
- Supporting conversations and awareness-raising with local shops, cafés and other businesses to support waste minimisation in the Heath; and
- A follow up workshop with stakeholders at Hampstead Heath to share updates on progress since the information gathering workshop and discuss next steps.

## Appendix A: Information Gathering Workshop Notes

The City Corporation and Keep Britain Tidy hosted a workshop with key local stakeholders at Hampstead Heath on 2 February 2019. The objectives of the workshop were to:

- share evidence and information on waste and litter issues on Hampstead Heath
- prioritise the key issues from stakeholders' perspective
- develop ideas for tackling waste and litter issues on Hampstead Heath.

The notes from the workshop are summarised below.

### 1. General discussion

#### *New Management Strategy for Hampstead Heath*

Hampstead Heath has released a new Management Strategy for 2018-2028. The new Strategy addresses current waste and littering issues that are affecting the Heath. The expected results from this new Strategy include reducing the amount of litter, improving the conditions for the staff, and improving the visitor's experience.

#### *Recycling*

- There are recycling bins inside and immediately outside the café, but no recycling bins outside this area.
- The café recycling bins currently collect approximately 50 to 70 tonnes per year.
- Approximately 80-90% of waste collected in the general waste bins and via litter picks is recyclable.
- Camden Council collects the recyclables.
- The Council will reject recyclables with more than 5% contamination.

#### *Litter*

- Dog fouling on the Heath has ecological impacts and is a water quality issue.
- Litter/dumping on the Heath has impacts on staff and volunteer wellbeing.
- The Sandy Heath area has no bins and tends not to be heavily affected by litter. There was some discussions as to whether this is due to lower footfall in the area.
- Some key litter issues raised during the general discussion are: coffee cups, ice cream vans/food trucks surrounding the Heath ('fly-trading'), balloons in trees from children's parties, and litter from school students who take their lunch breaks on the Heath.

### 2. Identifying the priority waste and litter issues on the Heath

The priority waste and litter issues identified by participants were as follows:

- Dog waste and dog fouling – particularly:
  - The separation of dog waste from the general (and recycling) waste streams
  - Dog fouling
  - Littering of bagged dog waste
  - Commercial dog walkers, although this issue is being addressed through a separate project being delivered by the City Corporation.
- Reducing the overall quantities of waste being brought into the Heath
- Picnic litter
- Take away food packaging from surrounding retailers
- Coffee cups litter and waste
- Lack of communications/signage/awareness

- Lack of recycling
- Schools-related litter

### 3. Mapping hotspot locations within the Heath

Participants were asked to identify hotspots for litter and dog fouling on the Heath. These are marked in the map below (orange dots). It is interesting to note that most of them are in the periphery of the Heath. Keep Britain Tidy will be viewing these hotspot locations during a follow-up site visit.



### 4. Workshop activities

Participants were asked to select the litter and waste issues that they would like to focus on through the remainder of the workshop. These were:

1. Reducing the amount of waste taken into the Heath
2. Recycling
3. Dog waste and dog fouling
4. Schools-related litter
5. Social gathering / picnic related litter.

Participants split into two groups to work on their chosen issues and were tasked with three activities the support the evidence review and development of recommendations:

- 1) Mapping the behavioural context, in which participants brainstormed the 'who, what, where, why, when and how' of each issue. The purpose of this activity was to gather information to ensure that interventions and recommendations develop through the project are appropriately targeted;
- 2) Individual ideas, in which participants independently recorded as many ideas as they could think of for interventions aimed at tackling their group's issues; and
- 3) Developing intervention ideas, in which the groups discussed their individual ideas, grouped these by theme and started to further develop their best ideas.

Notes from the above activities are recorded below.

## Priority Issue 1: Reducing the amount of waste taken into the Heath

### Mapping the behavioural context

| Who is doing it?   | What is it?   | Where does it tend to happen?  |
|--|---|--|
| <ul style="list-style-type: none"> <li>Everybody: visitors and residents</li> <li>Social group picnickers</li> <li>School groups</li> <li>Mothers gathering</li> <li>Solo bench sitters</li> </ul> | <ul style="list-style-type: none"> <li>Heavy items e.g. glass and plastic bottles</li> <li>Single use plastics</li> <li>Take away food boxes</li> <li>Plastics packaging</li> <li>Water bottles</li> <li>Alcoholic cans</li> <li>Cigarette butts</li> </ul> | <ul style="list-style-type: none"> <li>Bins</li> <li>Benches</li> <li>Near ponds</li> <li>Parliament Hill</li> </ul>   |
| How do people tend to do it?   | When does it happen?  | Why does it happen?  |
| <ul style="list-style-type: none"> <li>Littering</li> <li>Abandoning</li> <li>Dumping next to bins</li> </ul>  | <ul style="list-style-type: none"> <li>Summer days/heat waves</li> <li>Weekends and bank holidays</li> <li>School holidays and lunches</li> <li>School exams finishing</li> <li>Early evening post work</li> </ul>  | <ul style="list-style-type: none"> <li>Too heavy</li> <li>Nowhere to dispose of litter</li> <li>Plastic packaging from shops</li> <li>Can't take on public transport</li> <li>People don't want to carry rubbish home</li> <li>People don't care/ are not engaged</li> <li>There are many nearby supermarkets and food sellers.</li> </ul> |

### Intervention ideas

- A Social media education campaign.
- Place "re-fillable" water points on the Heath where people can refill their own water bottles.
- Offer bags with the message "I'm taking my litter home" and involve local retailers to do it.
- Place temporary bins over the weekends and bank holidays.
- Increase signage and communications raising awareness.
- Place signs at the Heath entrances encouraging "litter picking by all"
- Enforce "no alcohol at bathing facilities"
- Clearly mark recycling bins including alcohol bottles etc.
- Offer "Helping the Heath" branded re-usable coffee cups by local retailers.
- Offer incentives for using re-usable cups in local shops.
- Use signage encouraging people to take rubbish home.
- Enforce less plastic packaging for local retailers.
- Label bins as: recycling / landfill (it was noted that general waste from the Heath is incinerated and that as such, an alternative version could be developed).
- Offer volunteer rubbish sticks and bin bags at the exit and entrance of the Heath.

## Priority Issue 2: Recycling

### Mapping the behavioural context

| Who is doing it?  | What is it?  | Where does it tend to happen?  |
|---|--|--|
| <ul style="list-style-type: none"> <li>Everyone</li> <li>Social groups</li> </ul> | <ul style="list-style-type: none"> <li>Plastic bottles</li> <li>Bags</li> <li>Newspapers / magazines</li> <li>Glass bottles</li> </ul> | <ul style="list-style-type: none"> <li>In bins</li> <li>Abandoned – left behind</li> </ul> |

|  | <ul style="list-style-type: none"> <li>• Drink cans</li> </ul>  |   |
|--|---|---|
| How do people tend to do it?   | When does it happen?  | Why does it happen?   |
| <ul style="list-style-type: none"> <li>• Littering / abandoning</li> <li>• Dumping next to bins</li> </ul> | <ul style="list-style-type: none"> <li>• Summer days/ heat waves</li> <li>• Weekends and bank holidays</li> <li>• School holidays and lunches</li> <li>• School exams finishing</li> <li>• Early evening post work</li> </ul> | <ul style="list-style-type: none"> <li>• Lack of recycling bins options</li> <li>• Inconvenience</li> </ul> |

### **Intervention ideas**

- Social media campaign in Instagram/Facebook/Twitter involving celebrities that live around the Heath.
- Place clearly marked recycling bins around the Heath.
- Offer recycling bags so that visitors can separate their waste.
- Recycling on the Heath campaign on radio/TV.
- Give flyers with recycling information.
- Place signage showing stats and figures of costs and of recycling.
- Offer waste pick up sticks and bags at the entrances and exits of the Heath.
- Place signage promoting recycling.
- Place a recycling bin and signage asking people to remove the plastic packaging from their food and drinks and recycle it in the bin before coming into the heath.

### **Priority Issue 3: Dog waste**

#### **Mapping the behavioural context**

| Who is doing it?  | What is it?  | Where does it tend to happen?   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Commercial dog walkers</li> <li>• Dog owners</li> <li>• Late teenagers</li> <li>• Young adults</li> </ul>    | <ul style="list-style-type: none"> <li>• Un-bagged</li> <li>• Bagged</li> </ul>                      | <ul style="list-style-type: none"> <li>• Everywhere</li> </ul>  |
| How do people tend to do it?  | When does it happen?   | Why does it happen?   |
| <ul style="list-style-type: none"> <li>• They leave the “second poo”</li> <li>• They are distracted on their phones.</li> <li>• Headphones</li> </ul> | <ul style="list-style-type: none"> <li>• All times</li> <li>• When nobody else is around.</li> </ul> | <ul style="list-style-type: none"> <li>• People don’t care/ are not engaged</li> <li>• Inconvenience</li> </ul> |

### **Intervention ideas**

- Send Rangers and Keepers to share information on dog fouling around the Heath.
- Offer paper dog waste bags to reduce the amount of plastic that goes into dog bins.
- Place as many dog waste bins as other bins.
- Limit the number of dogs per commercial dog walker.
- Place poo bags on the fences along Millfield Lane.
- Place dog bins in tracks. Every 15 minutes’ walk distance, visitors should be able to see a bin.
- Place a signage with punishment and fine for dog fouling.
- Use crime scene stickers for dog fouling.
- Place signage showing dangers of dog waste, amount of dog waste per year and costs.
- Separate dog bins from combined general waste bins.

- Explore options for managing dog waste (e.g. anaerobic digestion/alternative energy sources).

## Priority Issue 4: Schools

### Mapping the behavioural context

| Who is doing it?   | What is it?   | Where does it tend to happen?  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Schools kids</li> <li>• Secondary</li> </ul>                                | <ul style="list-style-type: none"> <li>• Food packaging</li> <li>• Drinks</li> </ul>                                | <ul style="list-style-type: none"> <li>• Close to schools</li> <li>• Café</li> <li>• Sitting area</li> </ul>   |
| How do people tend to do it?   | When does it happen?  | Why does it happen?  |
| <ul style="list-style-type: none"> <li>• Leave behind where sitting</li> <li>• Not embarrassed / flagrant</li> </ul> | <ul style="list-style-type: none"> <li>• Lunch</li> <li>• After school</li> <li>• Free periods – all day</li> </ul> | <ul style="list-style-type: none"> <li>• They feel cool</li> <li>• Smoking</li> <li>• Teachers smoking</li> <li>• No respect / no fear</li> <li>• Lack of guidance</li> <li>• No monitoring by teachers</li> <li>• Treated like adults</li> <li>• Allowed out</li> </ul> |

### Intervention ideas

- Place recycling bins of plastic bottles right by school in the exit point.
- Deposit refund scheme for recycling.
- Supply clear waste bags for visitors to collect and sort their recycling.
- Get the kids in detention to litter pick on the Heath.
- Produce a bag with the message “I’m taking my litter home”.
- School litter campaign.
- Clear a bag of litter taken into school during an assembly.

## Priority Issue 5: Social gathering / picnic related litter

*Note: The ‘mapping the behavioural context’ activity was not undertaken for this issue.*

### Intervention ideas

- A mobile rubbish collection.
- Temporarily bins for high season and over the weekends.
- On spot fines for littering.
- Incorporate waste levy for event organisers.
- Enforce “no alcohol” rule at the Bathing Ponds.
- Campaign to reduce the quantity of waste coming into the Heath.
- Clear bags distributed by staff and volunteers
- Rangers and Keepers to patrol, communicate, give recycling bags and leaflets.
- Get kids involved after or during events to do a tidy up and offer prizes.
- Engage with supermarket Directors or Managers to meet with Heath Campaigners to reduce waste at its source.
- Get “Rubbish Fairies” and Elves to educate people during children’s parties.
- Target Leaflet local shops close to entrance to educate public on littering.

## Appendix B: Co-Design Workshop Notes

On 26 March 2019, the City Corporation and Keep Britain Tidy held second workshop to gather additional insights for the research, to prioritise waste and litter issues on the Heath from the perspective of key operational staff, and to co-design behavioural interventions and other approaches to address these.

The objectives of the workshop were again to:

- share evidence and information on waste and litter issues on Hampstead Heath
- prioritise the key issues from the perspective of key operational staff
- develop ideas for tackling waste and litter issues on Hampstead Heath.

The ideas shared by the workshop participants fall into four board themes:

- Communications
- Services and infrastructure
- Feedback enforcement
- Other

### 1. Interventions/ideas for tackling waste and litter in Hampstead Heath

#### Communications

- Seasonal Campaigns (e.g. New Year's Eve glass bottles) – Use the Heath vehicles to promote the campaign.
- Waste info on front page of website visit section.
- Code of conduct for organised parties. A standard for parties eg. 'Hedgehog friendly events'.
- Use wildlife to highlight dangers of littering.
- Concentrate on environmental issues rather than the City Corporation resources.
- Big campaign BBC and ITV
- Don't collect waste for a weekend to shock people about the amount of it.
- Educates public about waste stream segregation – see if we can get higher than 5% dog waste compliance in our recycle bins.
- 5% campaign including signage/real examples of correct waste bins.
- Social media campaign targeting hipsters behaviour. (Drinking and BBQs)
- Give regulars updates on waste collection and recycling cost of waste removal.
- Publish data: volume of co-mingled recycling being collected and number/volume of rejected recycling.
- Mobile information boards to be used on busy days / summer highlighting problems.
- Preventive messaging at bins: 80% of this waste is recyclable, bins coming...take your rubbish home.
- Create working group and do quarterly meetings with waste & recycling group.

#### Services and Infrastructure

- Removing bins / less bins.
- Communications critical to changing / removing bins.
- Introduce co-mingled recycling bins across the Heath.
- Design clear and simple messages to form a comparison to reduce the waste coming onto the Heath.
- Three bins: Recycling / General waste / Dogs waste.
- Change the water fountains to allow visitors to fill their own water bottles.

- Better signage on bins about what can / can't be recycled.
- Visuals on recycling bins for non-English speakers.
- Use dog bins off season only.
- Do a Test/Pilot to determine if dogs waste should go in separate bins or mixed with general waste.
- Better design of dog bins / use pedals
- Give staff a hangout clear bags for co-mingled recycling.
- Free water top ups at drinking fountains.
- Put in place mowing regimes.
- Dog poo composting or bio composting.
- Vehicle dress up bell messaging.
- Energy from dog waste bins – mobile phone charging.
- Commit to keeping recycling bins clean and maintained.

### **Feedback enforcement**

- Volunteers to spend time talking to visitors about waste. – best way to deal with events.
- Dog walking controlled.
- Introduce the “crime” scene tape and notices.
- Maximise food waste collection
- Special provision for super busy days.
- Charge people who organize events.
- Peer pressure communication: Staff, regular users, volunteers

### **Other**

- User groups encouraging no waste to site
- Peer pressure via locals and visitors self-policing
- Engage retailers to find solutions and incentives to reduce coffee cups
- Coffee shops should charge more to use take away cups and give proceeds to charity.
- Create waste free zones
- Branded reusable coffee cups and water bottles
- Hampstead Heath linen cotton bags ‘Litter free Hampstead’
- Deposit Scheme for cans bottles plastic
- Branded re-usable coffee cups & water bottles
- Innervation for dog walkers to tackle the use of coffee cups.
- Share the Heath waste and recycling campaigns to local shops, cafés and supermarkets.
- Make more returnable products
- Strengthen the relationship with Camden Council
- Engage with local schools.
- Interventions to specifically address the ‘first bag’
- Schools – create a learning team building in reduce waste / litter messages into sessions.
- Community responsibility of local outlets.
- Partnerships with local shops/supermarket to reduce packaging.
- Sponsored Euro bins (e.g. Tesco, M&S, etc)
- Engage local businesses to reduce packaging in products
- Retailers – default of not handing out utensils etc.
- Sen Zero Alpaco pizza – paper bags instead of boxes.
- Keep cup intervention to discourage take away cups.

## 2. Potential piloting locations

### Zone 1 - Parliament Hill

One of the busiest areas of the Heath. This would be a good place to pilot:

- Co-mingled / general waste bin system. Use bins with apertures defaults and nudges.
- Band stand (+pizza boxes)
- Coffee cups recycling bins.
- Water provision
- Messaging and engagement with schools and farmers market.

### Zone 2 - Bathing Ponds

No dogs and no food are allowed in this area. These areas are frequented by 'hipsters' and young people. There are recycling interventions already present and working well. It's a good place to pilot interventions to tackle littering, for example picnic interventions for young adults.

### Zone 3 - Pryors Field

This area has major transport links and is frequented by young families and workers. It is a good place to pilot interventions to encourage recycling from:

- Children parties
- Workers gathering at lunch time
- Picnics and drinking around the Mixed Pond

|  |                                     |
|--|-------------------------------------|
| <b>Committee(s)</b>  | <b>Dated:</b>                       |
| Hampstead Heath Consultative Committee                       | 09/03/2020                          |
| Hampstead Heath, Highgate Wood & Queen's Park Committee      | 11/03/2020                          |
| <b>Subject:</b> Hampstead Heath Swimming Review 2020         | <b>Public</b>                       |
| <b>Report of:</b><br>Director, Open Spaces Department        | <b>For Discussion/<br/>Decision</b> |
| <b>Report author:</b><br>Bob Warnock, Open Spaces Department |                                     |

## Summary

A full review of the Hampstead Heath Swimming Facilities has been undertaken, in conjunction with Health and Safety advice received following a fatality at the Highgate Men's Bathing Ponds in June 2019. The Health and Safety Executive confirmed that there were no material breaches and provided advice in relation to Lifeguard breaks and alertness, maximum bather loading, minimum Lifeguards numbers and Lifeguard training. The report sets out the improvements required to address the Health and Safety issues, visitor access, rapidly increasing demand and presents options to secure the long-term financial sustainability of the Bathing Ponds.

## Recommendations

It is recommended that:

- Members note the outcomes of the Swimming Review.
- The views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 11 March 2020.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve the level of subsidy for the Bathing Ponds, and set the Charges for 2020/21, as detailed in paragraph 19.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve to freeze all Swimming Season Tickets prices until April 2021, as detailed in paragraph 20.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve charging Model Option 3, as set out in paragraph 33.
- Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee approve a package of Concessions, as set out in paragraph 38.

## Main Report

### Background

1. In the light of exceptional popular summer seasons in 2018 and 2019, as well as a fatality at the Highgate Men's Bathing Pond in June 2019 and multiple incidents of physical and verbal abuse against Heath staff, the City Corporation has commenced the first large scale Swimming Review since 2005.
2. The Review has focused on:
  - Taking account of the Health and Safety Executive advice (8 October 2019)
  - Fulfilling our responsibilities in relation to our Duty of Care towards visitors, Lifeguards and wider Heath Staff;
  - Responding to the increased demand for cold water swimming on the Heath. Swimming visits at the Bathing Ponds are estimated to have increased by over 300,000 visits since 2010/11, to over 655,000 visits per year;
  - Ensuring the swimming facilities are inclusive and welcoming to a diverse range of visitors;
  - Applying clear and fair charging arrangements to ensure the long-term financial sustainability of the swimming facilities.
  - Ensuring the City Corporation has effective communications and appropriate technology in place to promote and collect the swimming charges.
3. In February 2005, the Hampstead Heath Management Committee agreed the following charging arrangements for the Bathing Ponds,

*“From 1 June 2005, a self-policing £2 charge (£1 concessions) and an annual payment scheme giving unlimited use for regular swimmers at all three ponds, be introduced, producing an estimated income of £80,000”.*
4. Members should note that the Hampstead Heath Swimming Regulations (January 1990) set out the requirement to pay to use the Swimming Facilities.
5. These charges have remained unchanged for 15 years. During the development and implementation of the Hampstead Heath Ponds Project it was agreed by the Management Committee that the charges would be held until the Project was completed, in view of the likely disruption at each of the Bathing Ponds.
6. The previous Superintendent reported to the Hampstead Heath Management Committee on 25 November 2006, stating that during the first year following the introduction of the charges at the Bathing Ponds, £13,000 of income was generated, and £23,000 the following summer.
7. In 2018/19 the income generated at the Bathing Ponds was £67,000.
8. The Adult Season Ticket for the Bathing Ponds costs £125 for 12 months and £66 for 6 months. Season Tickets are available to purchase online through the City of London Corporation website, and in person at the Parliament Hill Fields Lido. So far during 2019/20, 377 Season Tickets have been sold for the Bathing Ponds. This compares with 1,041 for the Lido. The Superintendent acknowledges the feedback from Season Ticket holders that the online system has scope to be improved in terms of functionality and user experience.

## Current Position

9. There are substantial costs involved in running all the swimming facilities. These include the cost of providing and training Lifeguards, maintaining and upgrading the facilities, providing safety equipment, ensuring water quality and managing the natural surroundings. Other factors (including complying with the Health and Safety Executive advice in relation to the ratio of Lifeguards to swimmers, their breaks, rotation of duties and alertness), this will involve additional expenditure for the 2020/21 season onwards, as will the need for additional Heath Rangers to help with the management of visitors and operation of the swimming facilities.
10. As a result, the cost to provide the Bathing Ponds in 2020/21 is likely to rise from £747,000, to £1,061,000. Without any corresponding increase in income under the status quo, this increasing deficit cannot be funded from the Heath's Local Risk Budget without having a detrimental impact on the conservation and protection of the wider Heath and the provision of other sports and recreational activities.
11. In addition, the costs to provide the Parliament Hill Fields Lido for 2002/21 is likely to rise from £521,000, to £582,000, which would result in an estimated subsidy of £205,000 i.e. 35%. This would represent 5% of the Heath's Local Risk Budget.
12. The Review has involved detailed discussions with the Lifeguards and engagement with the Hampstead Heath Swimming Associations. The first stage of the Review commenced at the Swimming Forum on 1 October 2019. A facilitated discussion then took place at the Swimming Forum on 14 January 2020. The notes of that meeting are attached (Appendix 1).
13. Following this, a series of discussions have been held with the Swimming Associations to collaborate in developing ideas and options. Draft proposals (Appendix 1) were discussed at a Swimming Forum on 4 February 2020 and following feedback from the Swimming Associations have been refined into a position paper (Appendix 1). This was discussed at the Swimming Forum on 11 February 2020. The notes of the meeting are attached (Appendix 2).
14. The Hampstead Heath Sports Advisory Forum discussed this report at their meeting on the 24 February 2020. A summary of the comments received will be provided at the meeting.
15. Through these discussions, a shared understanding has been achieved in relation to the Health and Safety Executive advice, the City Corporation's Duty of Care, and the primary role of the Lifeguards being to ensure bather safety, rather than facility upkeep and visitor management. Consequently, the Superintendent is updating the Swimming Facilities Risk Assessments, Safe Systems of Work and the Swimming Regulations to reflect the learning from the Swimming Review and the Health and Safety Executive advice. This will inform a review of the Open Spaces Department and Hampstead Heath Risk Registers. The following actions are being progressed:
  - The current practice of manual head counting by the Lifeguards is no longer fit for purpose. A new system needs to be investigated to monitor both the bathing and the facility load at the Bathing Ponds more accurately. This will need to be non-intrusive, robust, effective and appropriate to the natural environment at the Bathing Ponds.

- The Royal Life Saving Society Open Water Training with external validation has commenced for Lifeguards and the Fixed-Term Contract Lifeguards. The training will also be extended to casual contract Lifeguards.
  - A programme of closures to enable facility maintenance, Lifeguard Team training and continual professional development will be introduced in consultation with the Swimming Associations.
  - New additional safety equipment has been procured for the 2020 season.
  - Through the Annual Work Programme, the Conservation Team will install perimeter dead hedging, hedging, planting and chestnut pale fencing to reduce unauthorised access into the Bathing Ponds.
  - Subject to Planning and Historic Building Consents an additional temporary 2.4 metre perimeter fence will be trialled at the Lido (May-August) to prevent unauthorised access over the boundary walls. The proposed temporary fence is a no-dig, self-supporting system that can withstand vandalism and winds in excess of 100mph. It would be supported through a series of rigid plastic ballast bins.
  - We will investigate options to increase the level of facility cleaning during busy periods. Contract cleaning is an option being investigated.
  - We will also promote and develop the role of Heath Hands volunteers with conservation projects associated with the Bathing Ponds.
  - Working with each of the Swimming Associations and the Lifeguarding Team, we will seek to establish Working Groups to collaborate on finding solutions to operational and access issues at each facility.
16. In addition to specifically responding to the issues raised by the Health and Safety Executive in relation to Lifeguard alertness, breaks and the minimum Lifeguard numbers the following staffing arrangements are being progressed: -
- Additional Lifeguards will be employed to allow for breaks and rotation of duties to maintain alertness. During the winter season a roving female Lifeguard will operate between the Kenwood Ladies' Bathing Pond and the Highgate Men's Bathing Pond. This is currently being trialled. During the summer season six additional Lifeguards will be required for the three Bathing Ponds, as two shifts operate.
17. In response to the learning from the Swimming Review, additional staff resources are required to ensure the primary role of Lifeguards is focussed on bather safety. The following staffing arrangements are being progressed: -
- Additional Heath Rangers employed to support the Lifeguards in relation to managing visitors and the operation of the swimming facilities. During the winter season a roving Heath Ranger will operate between the swimming facilities. During the summer season it is estimated that six additional Heath Rangers will be required across the swimming facilities. The Heath Rangers will be required to manage the queues, control the number of people within the facility, provide information to visitors, support visitors with the updated payment arrangements, respond to incidents within the facility, liaise with other Heath staff and the Emergency Services and assist with cleaning and the management of the facilities.

## Options

18. Taking account of the issues discussed in the report Members are asked to consider the appropriate levels of subsidy and charges, as set out in table 1, in order to secure the long-term financial sustainability of the Bathing Ponds. Taking into account local considerations and priorities to ensure this aligns with the Heath's charitable objectives and the Hampstead Heath Management Strategy 2018 - 2028 outcomes.

| Current   |                       |                                      |                            |  |                            |
|---|-----------------------|--------------------------------------|----------------------------|--|----------------------------|
|   | Subsidy* <sup>1</sup> | % of Heath Local Risk * <sup>2</sup> | Charge Rates               | Projected Income (Ex VAT) * <sup>4</sup> | Recovery (%)* <sup>1</sup> |
| A   | £994,000              | 22%                                  | £2.00 Adult                | £67,000.00                               | 6%                         |
|   | 94%                   |                                      | £1.00 Concession           |  |                            |
| Proposed  |                       |                                      |                            |  |                            |
|   | Subsidy* <sup>1</sup> | % of Heath Local Risk * <sup>2</sup> | Charge Rates* <sup>3</sup> | Projected Income (Ex VAT)* <sup>5</sup>  | Recovery (%)* <sup>1</sup> |
| B   | £728,000.00           | 16%                                  | £2.00 Adult                | £333,000.00                              | 31%                        |
|   | 69%                   |                                      | £1.20 Concession           |  |                            |
| C   | £586,000.00           | 13%                                  | £3.00 Adult                | £475,000.00                              | 45%                        |
|   | 55%                   |                                      | £1.80 Concession           |  |                            |
| D   | £443,000.00           | 10%                                  | £4.00 Adult                | £618,000.00                              | 58%                        |
|   | 42%                   |                                      | £2.40 Concession           |  |                            |
| E   | £301,000.00           | 7%                                   | £5.00 Adult                | £760,000.00                              | 72%                        |
|   | 28%                   |                                      | £3.00 Concession           |  |                            |
| F   | £159,000.00           | 4%                                   | £6.00 Adult                | £902,000.00                              | 85%                        |
|   | 15%                   |                                      | £3.60 Concession           |  |                            |
| * <sup>1</sup> Based on projected expenditure of £1,061,000 for 2020/21 season and rounded to the nearest thousand or whole percentage.   |                       |                                      |                            |  |                            |
| * <sup>2</sup> Based on 2019/20 Hampstead Heath Local Risk Budget of £4,460,000 and rounded to the nearest whole percentage.  |                       |                                      |                            |  |                            |
| * <sup>3</sup> Concession based on a 40% discount on the Adult charge.  |                       |                                      |                            |  |                            |
| * <sup>4</sup> Income based on 2018/19 season.  |                       |                                      |                            |  |                            |
| * <sup>5</sup> Projected income based on 2016/17 visits (426,443), accounting for Income of £58,170 from the sale of 894 Season Tickets which is estimated to account for 42.8% of visits. Day Tickets have been modelled on a 25% Adult, 75% Concession split. Figures rounded to the nearest thousand |                       |                                      |                            |  |                            |

Table 1

19. Members are asked to determine the level of subsidy and the ensuing day ticket price point for the Bathing Ponds, noting that **Officers recommend Option D**. Members may wish to consider a phased approach to increasing the charges in order to reach the approved level of subsidy.
20. It is proposed that all Swimming Season Tickets prices are frozen until April 2021.
21. In future years the City Corporation will benchmark, consider inflation and review the approved charges, bringing a report to this Committee for approval as part of the annual fees and charges approval cycle. This process involves consulting

Stakeholders including the Swimming Forum, Sports Advisory Forum and the Hampstead Heath Consultative Committee.

22. In order to achieve the agreed level of subsidy for the Bathing Ponds, there are a number of models for Members to consider in relation to how the charges are collected.

### **Bathing Ponds Charging Model**

23. Through discussions it is recognised that the following steps are required to support all of the proposed charging models:

- Install contactless payment, in addition to maintaining cash collection arrangements for 2020/21.
- Improve the online experience for people purchasing Season Tickets.
- Install new signage that provides information about the payment options and the Hampstead Heath Charity. This would make it much easier for swimmers to pay and to understand that their payments go towards sustaining the Ponds and the Lifeguarding costs.
- Promote a culture of payment at the Ponds in collaboration with the Swimming Associations.

24. Heath Rangers will be deployed at the Bathing Ponds to support the Lifeguards and the operation of the facilities. Part of their role will be to support and manage the agreed charging model.

25. The following options in relation to the Bathing Ponds charging model have been prepared:

#### Option 1 - Maintain the existing “Self-Policing” charges

26. A “Self-Policing” charge would continue to be operated at the Bathing Ponds to collect the approved charges and meet the agreed level of subsidy.

#### Option 2 – Adopt applied charges – supported by Heath Rangers

27. Collect the approved charges from 2 May 2020 to meet the agreed level of subsidy. It is proposed that charges would be applicable at the point of entry for the Bathing Ponds.

28. Heath Rangers would support the culture of payment at the Ponds, this builds on the existing practice at the Mixed Pond during the summer season.

#### Option 3 – Adopt applied charges – managed by Heath Rangers

29. Collect the approved charges from 2 May 2020 to meet the agreed level of subsidy. It is proposed that charges would be applicable at the point of entry for the Bathing Ponds. Heath Rangers will oversee and ensure payment.

#### Option 4 – Adopt applied charges – managed using a gate entry system

30. Collect the approved charges from 2 May 2020 to meet the agreed level of subsidy. It is proposed that charges will be applicable at the point of entry and managed using a gate entry system to ensure payment.

31. This option would require Capital Investment and implementation would need to be phased.

Option 5 – Reduce the swimming offer to reduce expenditure

32. Introduce a morning Members only swimming club to reduce the Lifeguard hours in the winter. Applying annualised hours to the Lifeguards work arrangements and reducing the number of swimming hours to align with the agreed subsidy and income from charges.

Preferred Option – Charging Model

33. **Officers recommend Option 3.** This option establishes clear and fair arrangements to collect the agreed charges, in-line with the Hampstead Heath Swimming Regulations. The current Self-Policing model has not proved an effective mechanism to collect the approved charges. However, recognising the unique environments of the Bathing Ponds, this option to collect the approved charges without installing significant infrastructure should be trialled in the first instance. The City Corporation welcomes the opportunity to continue collaborate with the Swimming Associations to establish a culture of payment to meet the agreed level of subsidy.
34. The Swimming Associations have robustly indicated their support for Option 1 and that the City Corporation implement an effective payment collection system based on voluntary contributions. In support of this approach the Associations have indicated their willingness to promote a culture of payment at the Ponds and to encourage the purchase of Season Tickets.

Concessions

35. In addition to the charges, Members have a number of options to consider in relation to the concessionary offer.
- A. Concessionary discount retained at 50% discount of the adult rate.
  - B. Concessionary rates brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the Adult rate.
  - C. Concessionary rates brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the Adult rate and introduce free morning swims (until 09.30) to over 60's and under 16's to the Highgate Men's Bathing Pond the Kenwood Ladies' Bathing Pond and the Hampstead Mixed Bathing Pond.
36. Concessions apply to the following:
- Freedom Pass
  - Disabled Card
  - Job Seekers Allowance
  - Student
  - Under 16's
37. The Open Spaces Department is currently undertaking a review of Concessions and this will include the consideration of a support fund to ensure the Open Spaces facilities remain financially inclusive.

## Preferred Option – Concessions

38. Whilst this review is undertaken, **Officers recommend Option C** - that the Concessionary rates are brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate and introduce free morning swims (until 09.30) to over 60's and under 16's to the Bathing Ponds.

## **Corporate & Strategic Implications**

39. Ensuring the long-term sustainability of the swimming facilities supports the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of People taking care of the Heath.
40. This also meets the three objectives and outcomes set out in the Open Spaces Department 2020-21 Business Plan. (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
41. As well as contributing towards the achievement of the three aims set out in the City of London Corporation Corporate Plan 2018-23: Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

## **Implications**

### Legal

42. Under articles 7 and 10 of the Greater London Parks and Open Spaces Order 1967, as applied by the London Government Reorganisation (Hampstead Heath) Order 1989, the City Corporation may:
- Provide and maintain swimming baths and bathing places whether open air or indoor;
  - Provide and maintain platforms, screens, seats, lockers, towels, costumes and any apparatus, appliances, equipment or conveniences that are necessary or desirable;
  - Erect and maintain such related buildings or structures as they consider to be necessary or desirable;
  - Set apart or enclose any part of the Heath in connection with the above and preclude any person from entering that area other than a person to whom access is permitted by them;
  - Employ such persons in connection with the use or enjoyment of those facilities, do such acts and make and enforce such restrictions or conditions as they consider necessary or desirable in connection with the exercise of their powers;

- Make such reasonable charges as they think fit for the use or enjoyment of any such facilities provided by them, or the use of any such building or structure erected or maintained by them, or admission to, or the use of, any such part of the Heath set apart or enclosed by them.

#### Financial

43. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.
44. Members have been asked to consider the level of subsidy to inform the charges for the Bathing Ponds. Members may wish to consider phasing any increase in charges.

#### Property

45. The Swimming Review has identified the requirement for capital investment to improve accessibility, introduce technology to measure the bathing load and to introduce contactless payment options as well as upgrading electricity, broadband, and water supplies.
46. The identified capital projects align with the High-Level Asset Management Plan priorities for Hampstead Heath and will follow the City of London Corporation Capital Bidding Process and the Project Procedures.
47. In addition to capital projects, there are a range of projects that will need to be funded and programmed through the Cyclical Works Programme and the Hampstead Heath Annual Works Programme, Appendix 3. Therefore, a phased programme of implementation will be necessary that focuses on safety and access.

#### Reputational Risks

48. Members should be aware that the proposed changes may attract negative media coverage and potentially campaigns, given that some swimmers are opposed to the possible introduction of applied charges. However, the proposals could also generate positive media coverage by improving swimmer safety, ensuring the City Corporation complies with Health and Safety Executive advice, and that the Bathing Ponds are sustainable. The Communications Team has a Communications Plan in place to take forward opportunities and mitigate risks.

#### Human Resources

49. Additional Lifeguards and Rangers will need to be recruited using Fixed-Term Contracts, not exceeding 12 months, to retain flexibility and to align with the moratorium on recruitment.

#### Equality Analysis

50. A test of relevance for an Equality Analysis has been undertaken and has confirmed there are no significant negative/adverse impacts on protected characteristics, (Appendix 5). Therefore, a full Equality Analysis is not required at this stage.

## **Conclusion**

51. The Swimming Review focussed on Health and Safety, the Duty of Care towards staff and visitors, recognising the increasing demand and providing inclusive and welcoming facilities to a diverse range of visitors. A range of options in relation to the level of subsidy have been modelled to inform the charges for 2020/21. In addition, a range of charging models have been developed to establish clear and fair charging arrangements to ensure the long-term financial sustainability of the Bathing Ponds.
52. The City Corporation welcomes the opportunity to continue collaborating with the Swimming Associations to safeguard the future of the swimming facilities on Hampstead Heath.

## **Appendices**

- Appendix 1 – Position Paper, February 2020
- Appendix 2 – Swimming Forum Meeting Notes - 11 February 2020
- Appendix 3 – Projects Identified during the Swimming Review 2020
- Appendix 4 – Benchmarking Data
- Appendix 5 – Equality Analysis Test of Relevance

## **Bob Warnock**

Superintendent, Open Spaces Department

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## Hampstead Heath Swimming Review January - March 2020

### **HEATH VISION**

*The Heath contributes immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.*

*Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.*

### **KEY ISSUES**

In the light of exceptional summer seasons in 2018 and 2019, a fatality at the Highgate Men's Bathing Pond in June 2019, together with multiple incidents of physical and verbal abuse against City Corporation employees, the City Corporation has commenced the first large scale Swimming Review since 2005. The review has focused on:

- Taking account of the Health and Safety Executive advice (received 8 October 2019).
- Fulfilling our responsibilities in relation to our Duty of Care towards visitors, Lifeguards and wider Heath Staff.
- Responding to the increasing demand for cold water swimming on the Heath. Swimming visits at the Bathing Ponds are estimated to have increased by over 300,000 since 2010/11, to over 655,000 visits per year.
- Ensuring the swimming facilities are inclusive and welcoming to a diverse range of visitors.
- Establishing a clear and fair charging structure that is consistent with the subsidies for recreation and sport across the Heath to ensure the long-term financial sustainability of the swimming facilities.

### **THE PROCESS**

This paper is the latest in a series of documents that have been prepared as part of a wider process of engaging with stakeholders.

The review to date has comprised of detailed discussions with the Lifeguards and engagement with the Hampstead Heath Swimming Associations at the Swimming Forum on the 14 January 2020 (see Appendix 1). Following this a series of discussions have been held with the Swimming Associations to collaborate in developing ideas and options.

The Members of the Hampstead Heath Consultative Committee discussed the objectives of the Swimming Review at their meeting on the 27 January 2020.

On the 4 February 2020 the City Corporation presented a series of draft options and proposals (Appendix 2) to the Swimming Forum and facilitated a further discussion (Appendix 3).

Taking account of the feedback from the Swimming Forum, this paper sets out the City Corporation's position for discussion with the Swimming Forum on the 11 February 2020.

The Hampstead Heath Sports Advisory Forum will have the opportunity to consider this position at their meeting on the 24 February 2020.

## WHAT WE HAVE HEARD DURING THE DISCUSSIONS

| FEEDBACK FROM THE SWIMMING FORUM | THE CITY CORPORATION RESPONSES   |
|----------------------------------|--|
| Don't rush                       | <p>The Hampstead Heath Swimming Forum commenced a review the 2019 summer season at their meeting on the 1 October 2019. It was agreed that the review would continue once the outcome of the investigations by the Health and Safety Executive and Coroner into the fatality at the Highgate Men's Pond on the 1 June 2019 were completed.</p> <p>The Health and Safety Executive concluded their investigations and provided written advice to the City Corporation on the 8 October 2019.</p> <p>The Coroners Court hearing was completed on the 31 October 2019.</p> <p>The Chairman of the Hampstead Heath Management Committee chaired the Swimming Review on the 7 January 2020.</p> <p>Engagement with the Lifeguards, the Swimming Forum and the Swimming Associations has enabled open discussions on the key issues.</p> <p>To take account of the Health and Safety Executive advice, additional safety control measures need to be implemented ahead of the 2020 Summer Swimming Season, which commences on 2 May.</p> |
| Don't gold-plate                 | <p>We understand this position, however, the City Corporation has a duty of care towards visitors, Lifeguards and the wider staff working across the Heath. The City Corporation will continue to use Risk Assessment to assess the risks in terms of likelihood and impact. Work has started reviewing the Risk Assessments and Safe Systems of Work. A roving Lifeguard is being trialled to find a cost-effective model for the winter months.</p>  |
| Don't make payments compulsory   | <p>Self-policing charges (£2 adults, £1 concession) were introduced at the Bathing Ponds in 2005. The charges were expected to generate income of £80,000 in the first year (2005/06). Income for 2018/19 was £67,000, despite the number of visits increasing on an annual basis. Taking account of the additional expenditure for the 2020/21 season without increasing income the costs are likely to rise to £994,000. This cannot be funded from the Heath's Local Risk Budget without having a detrimental impact on the conservation and protection of the Heath.</p>   |

|  |  |
|--|--|
|  | Whilst fundraising has been suggested, the scale and pace required gives some uncertainty in relation to the viability of this model.  |
| Don't save costs by reducing opening hours   | Maintaining the current level of provision is being prioritised, however this will be retained as an option.   |
| Don't impinge on the unique natural environment  | We agree and whilst measures need to be taken to secure the perimeters of the Bathing Ponds, we intend to use native hedging, dead-hedging, aquatic planting and fencing in-keeping with the materials used across the Heath.  |
| Don't exclude people   | <p>An Equalities Impact Assessment will be undertaken as part of the Committee reporting process. We are also developing opportunities to make the facilities more accessible to a diverse range of visitors.</p> <p>In conjunction with the Swimming Associations the City Corporation welcomes the opportunity to consider local 'hardship' funds to ensure that Heath swimming facilities are financially inclusive.</p>  |
| Do make it easier for people to pay  | <p>The City Corporation acknowledges your feedback about signage and communications. The priority is to implement a clear and fair system that is based around contactless payment and the online purchase of season tickets. The online season tickets were launched in April 2019 and some further improvements are required to streamline the process. You have suggested that a cash payment box should be maintained initially as visitors adjust to contactless payments or purchase season tickets.</p> <p>New signs at the Bathing Ponds were discussed with the Swimming Forum in 2018 and installed in 2019.</p> |
| Do aim for consistency   | Currently, the Bathing Ponds are not consistent with the other leisure and sports facilities across the Heath. There is an opportunity to extend the offer of free swimming between 7.30-9.00 for 60+ and under 16's to the Bathing Ponds.   |
| Do highlight the excellent value   | The season tickets are heavily subsidised and offer value for money. For visitors who purchase an annual Adult Bathing Ponds season ticket at £125 and swim three times per week this represents a cost of only 80p per swim. The equivalent cost is 42p for Concessions.  |
| Do make the case for the City of London Corporation's role as custodians of Hampstead Heath. | We acknowledge the feedback received. We will look for additional opportunities to clarify the role the City Corporation as custodians of Hampstead Heath.   |

|   |  |
|---|--|
| Do make the case for the Hampstead Heath Charitable Trust and that payments and donations all contribute towards the cost of providing and maintaining the swimming facilities. | We acknowledge the feedback received and will update our communications accordingly. |
|---|--|

There is agreement on many things; however, we recognise there are opportunities to improve the accuracy of our data. Currently, our data, customer visits and bather numbers do not correlate (e.g. multiple beam breaks could be one person, and one beam break could be a non-swimmer. Also, a season ticket holder may not visit for a long period) and therefore we do not have reliable data to work on cost/subsidies.

Importantly, there is a shared understanding in relation to the Health and Safety Executive advice, the City Corporation's Duty of Care and the primary role of Lifeguards being to ensure bather safety, and not facility and crowd management. Consequently, the City Corporation is updating the Swimming Facilities Risk Assessments and Safe Systems of Work to reflect the learning from the Swimming Review and the Health and Safety Executive advice.

## **ACTIONS BEING PROGRESSED BY THE CITY CORPORATION**

|    |   |
|----|---|
| 1. | Introducing a third Lifeguard at each facility to allow for breaks, rotation of duties and to maintain alertness. A roving Lifeguard is currently being trialled, to provide support at both the Men's and Ladies' Ponds. |
| 2. | The current practice of manual head counting by the Lifeguards is no longer fit for purpose. A new system needs to be investigated to accurately monitor both the bathing and the facility load at the Bathing Ponds.     |
| 3. | The Royal Life Saving Society Open Water Training with external validation for the Lifeguards and the Fixed Term Contract Lifeguards has commenced.   |
| 4. | A programme of regular closures at all the swimming facilities to enable Lifeguard Team training and continual professional development will be introduced in consultation with the Swimming Associations.                |
| 5. | New additional safety equipment is being procured for the 2020 season.  |
| 6. | Install perimeter hedging, planting and chestnut pale fencing to reduced unauthorised access into the Bathing Ponds.  |
| 7. | Trial an additional temporary perimeter fence at the Lido (June-August) to prevent unauthorised access over the boundary walls.   |
| 8. | Deployment of additional Ranger staff to aid the management of visitors and operation of the swimming facilities.   |
| 9. | Investigate options to increase the level of facility cleaning during busy periods.   |

10. Install technology to record anonymous data on visitor numbers, bather and facility loading, to assist staff in managing safety and demand, especially on busy days.
11. Promote and develop the role of Heath Hands volunteers with conservation projects associated with the Bathing Ponds.
12. Seek to work with each of the Swimming Associations and the Lifeguarding Team to establish Working Groups to collaborate on finding solutions to operational and access issues at each facility.
13. Update the Swimming Facility Risk Assessments and Safe Systems of Work to reflect the additional safety control measures.
14. Continue to work with each Swimming Association to see where fundraising opportunities can be facilitated.

## REVENUE COSTS

The City Corporation is working with an independent Health and Safety Consultant to find the best possible and most practical ways to mitigate the inherent risks in a way that is cost effective and pragmatic.

Nevertheless, there are going to be substantial extra costs. The extra revenue costs to implement the additional control measures are estimated to be £300,000 - £330,000 as well as one off revenue cost of £70,000 towards new signs, equipment, technology and materials.

In addition, a significant capital investment is required to re-provision the electrical supply at the Mixed Pond, change the entrance at the Men's Pond and ensure the facilities are accessible.

| <b>Current Operating Model</b> | <b>Bathing Ponds</b> | <b>Lido</b>     | <b>Total</b>      |
|--------------------------------|----------------------|-----------------|-------------------|
| Expenditure 2018/19            | £747,000             | £521,000        | <b>£1,268,000</b> |
| Income 2018/19                 | £67,000              | £377,000        | <b>£444,000</b>   |
| Subsidy 2018/19                | <b>£680,000</b>      | <b>£144,000</b> | <b>£824,000</b>   |

| <b>New Operating Model</b>               | <b>Bathing Ponds</b> | <b>Lido</b>     | <b>Total</b>      |
|--|----------------------|-----------------|-------------------|
| Expenditure 2018/19                      | £747,000             | £521,000        | £1,268,000        |
| Estimated Additional Expenditure 2020/21 | £314,000             | £61,000         | £375,000          |
| <b>Total Expenditure</b>                 | <b>£1,061,000</b>    | <b>£582,000</b> | <b>£1,643,000</b> |
| Income 2018/19                           | £67,000              | £377,000        | <b>£444,000</b>   |
| Income 2020/21                           | *                    | +               |                   |
| Estimated Subsidy 2020/21                | <b>£994,000</b>      | <b>£205,000</b> | <b>£1,199,000</b> |

\* This will be modelled from May 2020 based on actual income

+ This will be modelled from May 2020 based on actual income

## **PAYMENT FOR USE OF THE FACILITIES**

Charges for the Bathing Ponds were introduced in 2005 at a rate of £2 for an adult swim and £1 for concessions.

There are differing views amongst swimmers about the charges. There are swimmers who pay the entry charges; there are swimmers who would be happy to pay the entry charges if it were made easier for them; and there are those who do not recognise the entry charges.

The City Corporation is very clear there are substantial cost to running all the swimming facilities. These include: the cost of providing Lifeguards, training, maintaining the changing facilities, maintaining water quality and the natural surroundings. The following position has been developed to address the long-term funding of the ponds in light of growing demand and to ensure their sustainability for current and future generations to enjoy.

## **PROPOSED POSITION – CHARGES**

The following proposed position has been prepared for consideration by the Swimming Forum and Hampstead Heath Consultative Committee.

The introduction of fully compliant entry payment system at the Bathing Ponds applied from 2 May 2020. Contactless Payment Points will be introduced at the Bathing Ponds together with improved signage and communication. A cash payment option will be maintained for the 2020/21 season.

## **PROPOSED POSTION – BATHING POND FEES**

Recognising that Bathing Pond fees have been held since they were introduced in 2005 and in response to the key safety issues discussed as part of the Swimming Review the following fees are proposed for the 2020/21 swimming season:

- Freeze the cost of all the season tickets for the 2020/21 season.
- Adult day tickets fees are benchmarked against other similar facilities in London. Prices range from £2 at Hampstead Heath to £10 at the West Reservoir Centre.
- Introduce free swimming between 7.30-9.00 for 60+ and under 16's.
- Concessionary rates will be reviewed and brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate. Concessionary rates apply to:
  - Freedom Pass
  - Disabled Card
  - Job Seekers Allowance
  - Student
  - Under 16's
- In conjunction with the Swimming Associations the City Corporation welcomes the opportunity to consider local 'hardship' funds to ensure that Heath swimming facilities are financially inclusive.
- The City Corporation will then continue to benchmark and review the fees as part of the annual cycle that commences each Autumn. This process involves consulting Stakeholders including the Swimming Forum, Sports Advisory Forum and the

Hampstead Heath Consultative Committee. The Hampstead Heath Management Committee will then determine the fees and the level of subsidy provided to swimming to ensure this aligns with the Heath's charitable objectives and the Hampstead Heath Management Strategy 2018 -2028 outcomes.

## **PROPOSED POSTION – LIDO FEES**

The Lido Adult and Concession day tickets prices have been held since April 2017. The Lido swimming season tickets prices have been held since April 2018.

- Freeze the cost of all the swimming season tickets for the 2020/21 season.
- Freeze the cost of all swimming day tickets for the 2020/21 season.
- Maintain free swimming between 7.30-9.00 for 60+ and under 16's.
- Concessionary rates will continue to apply to:
  - Freedom Pass
  - Disabled Card
  - Job Seekers Allowance
  - Student
  - Under 16's
- The City Corporation will then benchmark and review the fees as part of the annual cycle that commences each Autumn. This process involves consulting Stakeholders including the Swimming Forum, Sports Advisory Forum and the Hampstead Heath Consultative Committee. The Hampstead Heath Management Committee will then determine the fees and the level of subsidy provided to swimming to ensure this aligns with the Heath's charitable objectives and the Hampstead Heath Management Strategy 2018 -2028 outcomes.

## **NEXT STEPS**

The City Corporation acknowledges the importance and the necessary pace of the Swimming Review and values and appreciates the contributions of the Lifeguards, Swimming Associations and the Swimming Forum throughout the process. Work is underway to review the Swimming Facilities Risk Assessments and Safe Systems of Work to implement additional control measures to address the issues discussed as part of the review.

Taking account of the feedback from the engagement the Superintendent will prepare a report for the Hampstead Heath Consultative Committee seeking their views and comments on outcomes of the Swimming Review. The Consultative Committee Report will be published on the 28 February 2020, the Superintendent will forward the report to members of the Swimming Forum.

9 March 2020, Hampstead Heath Consultative Committee will meet to discuss the Report and make representations to the Hampstead Heath Management Committee. The Swimming Associations Chairs/ Co-Chairs or their nominated representatives will be invited by the Chairman to present the views of their Associations at the commencement of the meeting.

11 March 2020, Hampstead Heath Management Committee will meet to discuss the proposals and, taking account of the representations from the Hampstead Heath Consultative Committee, decide on the recommendations.

The Superintendent will develop an implementation plan for the summer season.

Establish Working Groups to develop plans for longer term projects i.e. Men's Pond access, rear gate at the Ladies' Pond, reviewing the configuration at the Mixed Pond.

## **APPENDICES**

Appendix 1 – Notes from the Swimming Forum 14 January 2020

Appendix 2 – Hampstead Heath Swimming Review, January 2020 - Draft Options and Proposals.

Appendix 3 – Notes from the Swimming Forum 4 February 2020



**Swimming Facilities Forum**  
**Tuesday 14 January 2020, 6pm**  
**Parliament Hill Meeting Room**

|                          |     |   |
|--------------------------|-----|---|
| Karina Dostalova (Chair) | KD  | Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC     |
| Anne Fairweather         | AF  | Deputy Chair, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC |
| Bob Warnock              | BW  | Superintendent, Hampstead Heath, CoLC                                       |
| Colin Buttery            | CB  | Director of Open Spaces, CoLC   |
| Tim Johns                | TJ  | Facilitator, Orator Consulting  |
| Tanya Gagin              | TG  | Health & Safety Consultant, Human Applications                              |
| Eleanor Kennedy          | EK  | Parliament Hill Lido User Group   |
| Chris Piesold            | CP  | Highgate Men's Pond Association   |
| Kasia Sikora             | KS  | Mixed Pond Association  |
| Margaret Dickinson       | MD  | Mixed Pond Association  |
| Nicky Mayhew             | NM  | Kenwood Ladies' Pond Association  |
| Ruth Halgarten           | RH  | Kenwood Ladies' Pond Association  |
| Marc Hutchinson          | MH  | Winter Swimming Club  |
| Robert Sutherland-Smith  | RSS | United Swimming Association   |
| Chris Ruocco             | CR  | Highgate Lifebuoys  |
| Declan Gallagher         | DG  | Operational Services Manager, CoLC  |
| Paul Maskell             | PM  | Leisure and Events Manager, CoLC  |
| Paul Jeal                | PJ  | Senior Swimming Facilities Supervisor, CoLC                                 |
| Jennifer Wood            | JW  | Communications Officer, CoLC  |
| Nicola Hurley            | NH  | Duty Lifeguard Team Leader, CoLC  |
| Mike Thompson            | MT  | Duty Lifeguard Team Leader, CoLC  |
| Mick Annegarn            | MA  | Duty Lifeguard Team Leader, CoLC  |
| Tony May                 | TM  | Duty Lifeguard, CoLC  |
| Steve O'Connell          | SOC | Duty Lifeguard, CoLC  |
| Kate Radusin (notes)     | KR  | PA to Superintendent, CoLC  |

Public Gallery

Geoff Goss – Highgate Men's Pond Association

|           |   |
|-----------|---|
| <b>1.</b> | <b>Apologies</b>  |
|           | Mike Sands.   |
| <b>2.</b> | <b>Minutes of the previous meeting (1.10.19)</b>  |
|           | Members to email any comments or corrections.   |
| <b>3.</b> | <b>Matters Arising</b>  |
|           | N/A   |
| <b>4.</b> | <b>Facilitated Discussion to learn lessons from 2019 &amp; prepare for the 2020 season</b>          |
|           | KD welcomed the Members of the Swim Forum and introduced the Lifeguards, Tim Johns and Tanya Gagin. |

KD noted a change in the meeting format and explained the item 4 would be the first item discussed and invited representatives to email any additional comments in relation to items 6 & 7 to the Superintendent.

KD explained the approach we were taking to review the Hampstead Heath Swimming Facilities. A collaborative process would be taken to co-design proposals to secure the long-term sustainability of the swimming facilities. The Superintendent noted that it was critical to learn from the heat wave in 2018 and the incidents that occurred in summer 2019, HSE Advice following the fatality at the Highgate Men's Bathing Pond and the increasing demand for cold water swimming on Hampstead Heath.

TJ then led a facilitated conversation to identify the key issues that will need addressing as part of the review.

The review will address the following priorities:

#### Priorities

1. Take account of the HSE Advise and review the risk assessments and operating procedures following the fatality at the Highgate Men's Bathing Pond.
2. Fulfilling our responsibilities in relation to our Duty of Care towards visitors, lifeguards and wider Heath staff.
3. Recognising and responding to the increasing demand for cold water swimming on the Heath.
4. Securing the long-term sustainability of the facilities (environmental/economic/social).

#### Summary of the points raised and discussed during the facilitated session

1. City of London Corporation (COLC) to implement the Royal Life Saving Society (RLSS) 'Open Water' training/certification for the Duty Lifeguards and Fixed Term Contract Lifeguards and to maintain the regular training programme that includes first aid; defibrillator; personal safety conflict management; safeguarding and gender awareness etc.
2. The introduction of a regular programme of all facility closures to allow Lifeguards to undertake training as a team. Two closures to take place during the summer season.
3. Recruitment of Fixed Term Contract Lifeguards and Rangers to support the Duty Lifeguards.
4. The primary role of the Lifeguards watching the water was acknowledged. Further resources are necessary to provide support to the Lifeguards in relation to crowd control and resolving conflicts.
5. Purchase of additional rescue equipment tailored to each facility. E.g. rescue kayaks and paddle boards.
6. Programme of works to manage and secure the perimeters of the swimming facilities.
7. Undertake a review of the Hampstead Heath Swimming Regulations in relation to the age of children using the Ponds, smoking, alcohol, photography, mobile phones, etc.

8. In conjunction with the Swim Forum undertake a review the signage at the Bathing Ponds in relation to the hazards for swimmers, the role of the Lifeguards and providing information about the Hampstead Heath charitable objectives.
  9. In conjunction with the Highgate Men's Bathing Pond develop the project to relocate the entrance of the facility and the associated works to provide a more accessible facility.
  10. In conjunction with the Kenwood Ladies' Pond Association review the operation of the rear gate, as well as increasing the height of the gate and fencing while being in keeping with the natural surroundings.
  11. In conjunction with the Mixed Pond Association review the layout and access arrangements for the facility.
  12. Trialling technology to count the number of bathers in the three Bathing Ponds to assist Lifeguards in managing the bathing Load and the ratio of Lifeguards.
  13. Opportunities to collect, analyse and share anonymous visitor data to support the management of the facilities.
  14. Utilising the new COLC website swimming pages to provide up to date information on the swimming facilities and access to social media feeds.
  15. Discuss with the Swimming Associations the opportunity to offer additional incentives to purchase season tickets. For example, the early morning swims being for season ticket holders only and the public swimming sessions commencing at 10am.
  16. Install contactless payment options across the swimming facilities.
  17. Consider moving towards a cashless payment system. A suggestion to retain the donation posts was also raised to provide an option for visitors without cards or phones.
  18. Explore options to provide lockers/baskets/pigeonholes to facilitate the storage of phones, bank cards smart watches etc.
  19. At this point Tim Johns asked the Swimming Representatives if they had sufficient background and information to discuss the issues that had been raised so far in the discussion with their respective Associations?
- Members queried, if there were specific proposals or changes that the City Corporation wished to seek feedback on?
  - Members sought clarification of the level of savings required, is the aspiration to be cost neutral? Can payments be hypothecated to reassure swimmers that the income is being reinvested in the facilities?
  - A Member asked that an additional outcome of the review should focus on inclusivity.
  - A Member indicated that the timescale was very tight to undertake these important discussions.
  - A question was taken from the public gallery on the COLC powers to charge for access to the ponds and to enclose them.
  - The Superintendent confirmed that charges for swimming at the Bathing Ponds, were introduced in 2005. However, as a "self-policing" charge this approach has not generated the level of income needed to sustain the swimming facilities.
  - A question was received from the public gallery in relation to the opportunities for fund raising to raise money for the additional resources required.

|            |   |
|------------|---|
|            | <ul style="list-style-type: none"> <li>• The Chairman responded that the COLC would welcome suggestions how fundraising could be used to generate funds to support the facilities.</li> <li>• A Member requested a breakdown of the additional costs incurred during the extreme weather events in 2019.</li> <li>• A Member suggested that the COLC has a role to promote further opportunities for outdoor swimming across London.</li> <li>• A Member asked for clarification on the proposed changes to the layout of the entrance to the Highgate Men's Bathing Pond. The Superintendent confirmed this project was progressing and is critical to the safe operation of the Pond.</li> <li>• A Member queried the next steps in relation to further discussions on the 4 and 11 February.</li> <li>• The Superintendent confirmed that before the meeting on the 4 February, the COLC will seek to engage with each of the Swimming Associations to develop a series of proposals. To assist this process and taking account of the discussions the COLC will develop some embryonic options to guide further discussions with the Swimming Associations. The meeting on the 4 February will offer an opportunity to provide feedback and discuss the emerging proposals. The meeting on the 11 February will provide the opportunity to further collectively develop the proposals.</li> </ul> <p>The Chairman thanked Members for their time and participation and welcomed the opportunity to engage in further discussions ahead of the next meeting.</p> |
| <b>5.</b>  | <b>Next Steps in relation to the review of the Hampstead Heath Swimming Facilities</b>  |
|            | Covered under item 4.   |
| <b>6.</b>  | <b>2020/21 Season Swimming Times</b>  |
|            | Covered under item 4.   |
| <b>7.</b>  | <b>Update on swimming facilities</b>  |
| <b>7a.</b> | <b>Lido</b>   |
|            | Members to email any additional comments.   |
| <b>7b.</b> | <b>Men's Pond</b>   |
|            | Members to email any additional comments.   |
| <b>7c.</b> | <b>Ladies' Pond</b>   |
|            | Members to email any additional comments.   |
| <b>7d.</b> | <b>Mixed Bathing Pond</b>   |
|            | Members to email any additional comments.   |
| <b>8.</b>  | <b>AOB</b>  |
|            | N/A   |
| <b>9.</b>  | <b>Date of the next meetings</b>  |
|            | <ul style="list-style-type: none"> <li>• Tuesday 4 February 2020, 6pm at Parliament Hill meeting room</li> <li>• Tuesday 11 February 2020, 6pm at Parliament Hill meeting room</li> </ul>   |

## Hampstead Heath Swimming Review – January 2020

### **VISION**

*The Heath contributes immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.*

*Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.*

### **SWIMMING ON THE HEATH**

The Heath's Bathing Ponds were originally created in the 17<sup>th</sup> and 18<sup>th</sup> Centuries as reservoirs to meet London's growing demand for water. Over time some were repurposed for swimming.

Parliament Hill Fields Lido was opened on 20 August 1938. At a cost of £34,000, it was the most ambitious and expensive of the thirteen Lidos built on parkland sites by the London County Council between the wars<sup>1</sup>.

Swimming charges for the Bathing Ponds were agreed by the Hampstead Heath Management Committee on 21 February 2005. The charges were implemented across the Bathing Ponds on 15 June 2005. Payment for access to the Bathing Ponds has continued since 2005 via a 'self-policed' collection charge, along with season tickets and some users prefer to make donations.

Subsidised season tickets and concessions will continue, and the City of London Corporation remains committed to subsidising swimming on Hampstead Heath.

### **INTRODUCTION TO THE REVIEW**

Accident investigations together with multiple incidents of physical and verbal abuse against City Corporation employees during summer 2019, led to a decision to carry out the first large scale swimming review since 2005.

In the light of the exceptional 2018 and 2019 summer seasons and a fatality at the Highgate Men's Bathing Pond in June 2019, the City Corporation decided to conduct a full review of the facilities.

The objective of the Swimming Review is to secure the long-term sustainability of the Hampstead Heath swimming facilities:

- Taking account of the 8th October 2019 Health and Safety Executive advice.
- Fulfilling our responsibilities in relation to our Duty of Care towards visitors, Lifeguards and wider Heath Staff.
- Responding to the increasing demand for cold water swimming on the Heath.
- Ensuring the swimming facilities are inclusive and welcoming to a diverse range of visitors.
- Establishing a clear and fair charging structure that is consistent with the subsidies for recreation and sport across the Heath to ensure the financial sustainability of the swimming facilities.

## THE PROCESS OF THE REVIEW

- The Hampstead Heath Swimming Forum undertook a review the 2019 summer season at their meeting on the 1 October 2019. It was agreed that the review would continue once the outcome of the investigations by the Health and Safety Executive and Coroner into the fatality at the Highgate Men's Pond on the 1<sup>st</sup> June 2019 were completed.
- The Health and Safety Executive concluded their investigations and provided written advice to the City Corporation on the 8th October 2019, (Appendix 1).
- The Coroners Court hearing was completed on the 31<sup>st</sup> October 2019.
- The Chairman of the Hampstead Heath Management Committee launched the Swimming Review on the 7 January 2020.
- Members of the Management Committee and Corporation Officers contacted the Local Councillors and Members of Parliament to set out the objectives of the Swimming Review and the timescale.
- The City Corporation Lifeguards have participated in a series of facilitated workshops as part of the review process.
- 14 January 2020 the Swimming Forum participated in a facilitated discussion to establish a shared understanding of the issues that the review would need to address. The City Corporation has shared financial information, visitor data (Appendix 2) and a wider Heath Dashboard (Appendix 3) with the Swimming Associations to support the review.
- Following the Swimming Forum on the 14 January 2020 further conversations have been held with representatives from the Kenwood Ladies' Pond Association (KLPA), Highgate Men's Pond Association (HMPA), United Swimmers Association (USA), Highgate Lifebuoys (HL), Mixed Pond Association (MPA), Hampstead Heath Winter Swimming Club (HHWSC) and Parliament Hill Lido User Group (PHLUG).
- The Heath swimming facilities are being benchmarked against similar organisations and facilities.
- A further meeting of the Swimming Forum is scheduled for the 4 February 2020. The purpose of this meeting is to recap and update on the discussions that have taken place since the 14 January 2020 and to discuss the proposals that have emerged following the discussions with the Lifeguards and Swimming Associations.
- Between the 5 -10 February 2020, Swimming Associations will be asked to consider and discuss the draft proposals.
- At the Swimming Forum meeting on 11 February 2020 the proposals will be developed to form recommendations to be considered by the Hampstead Heath Consultative Committee on 9 March 2020.
- 9 March 2020, Hampstead Heath Consultative Committee meet to discuss the proposals and make representations to the Hampstead Heath Management Committee.
- 11 March 2020, Hampstead Heath Management Committee meet to discuss the proposals and, taking account of the representations from the Consultative Committee, decide on the recommendations.

- A meeting with the Swimming Forum (date TBA) to discuss the implementation of the recommendations.
- 2 May 2020, commencement of the 2020 summer swimming season.

## **FINANCIAL DATA AND DASHBOARD**

At the request of the Swimming Forum, financial data was produced showing income, expenditure, and visitor counts at each facility for 2016/17, 2017/18, 2018/19. (Appendix 2).

The Corporation also produced a Hampstead Heath Dashboard (Appendix 3) covering a wide range of data sets including visitor numbers, season ticket sales, weather analysis, and Hampstead Heath pedestrian counts.

The data shows that since 2010/11 swimming visits have increased from 296,000 to over 655,000 per year at the Bathing Ponds. This huge increase reflects a national trend of increased popularity in cold water swimming. For instance, Sporting England's *Active Lives* survey found that the number of people who regularly swim outdoors almost doubled between November 2017 and 2018. The same survey found that 7.5million people went outdoor swimming in the past year. Additionally, the Outdoor Swimming Society's membership has grown rapidly in recent years and now numbers 80,000.

<https://www.sportengland.org/research/active-lives-survey/>

## **HEALTH AND SAFETY EXECUTIVE ADVICE**

Following a fatality on the 1<sup>st</sup> June 2019 at the Highgate Men's Bathing Pond, the Health and Safety Executive undertook an investigation including interviews with the Lifeguards on duty. In a letter of 2<sup>nd</sup> October 2019, the HM Inspector of Health and Safety concluded that he would not be pursuing further enquiries. However, he provided a supplementary letter dated 8<sup>th</sup> October 2019 providing some points of advice concerning matters found during the course of the enquiries.

The Inspector set out four specific areas for review:

- Lifeguard breaks and alertness
- Maximum bather loading
- Minimum Lifeguard Numbers
- Lifeguard Training

The full contents of the letter were shared with the Chairs and Co-Chairs of the Swimming Associations. (Appendix 1).

The City Corporation engaged an independent Health and Safety Consultant to review the current situation at the Lido and Bathing Ponds and to provide health and safety advice throughout the Swimming Review.

## **THE SWIMMING REVIEW – OPTIONS AND PROPOSALS**

- 1. LIFEGUARD BREAKS AND ALERTNESS**
- 2. MAXIMUM BATHER LOADING**
- 3. MINIMUM LIFEGUARD NUMBERS**
- 4. LIFEGUARD TRAINING**
- 5. REVIEW OF CHARGES**
- 6. CHARGING OPTIONS**
- 7. FACILITY MANAGEMENT**
- 8. SITE SPECIFIC ISSUES**
- 9. COMMUNICATIONS**
- 10. NEXT STEPS**

## **1. LIFEGUARD BREAKS AND ALERTNESS**

The City Corporation has reviewed the role of the Lifeguards. The Royal Life Saving Society UK (RLSS) guidance is to maintain a good level of alertness and supervision which will need to be reflected in the Risk Assessments and Safe Systems of Work. In effect, this means that pondside/poolside working time should be no longer than 60 minutes or in exceptional circumstances 90 minutes.

The impact of this safety control is a requirement for three Lifeguards at each facility during all opening hours. Having an additional Lifeguard will ensure that there can be rotation and breaks.

### **Options to comply with RLSS guidelines:**

#### **1a. Reduce opening hours to deploy the existing Lifeguard numbers to implement the new working arrangements.**

Create a new rota based on minimum strength of three Lifeguards per facility. Consult existing employees on proposed new working arrangements.

#### **1b. Volunteer Lifeguards**

Supplement the team with fully qualified volunteers deployed to support the Lifeguards at the Mixed Pond, Highgate Men's Bathing Pond and Kenwood Ladies' Bathing Ponds. The Bathing Ponds would only be able to open once three qualified Lifeguards were on station.

The volunteer Lifeguards would need to be habituated and would be provided with full training in cold, opaque water techniques, and familiarisation with equipment. They would be subject to annual physical check-ups, Disclose and Barring Service checks and performance reviews.

#### **1c. Morning and Afternoon Members Only Swimming Clubs**

A new model is developed to reduce the core City Corporation Lifeguarded hours through establishing Morning and Afternoon Swimming Clubs at the Highgate Men's Bathing Pond and Kenwood Ladies' Bathing Pond.

These could operate on a similar basis as the existing Hampstead Heath Winter Swimming Club at the Mixed Pond.

For example, the morning Swimming Clubs could operate until 9am and then handover to the City Corporation Lifeguards at 9.30. The Lifeguarded public swimming sessions at the bathing Ponds would commence at 10am. A later afternoon Swimming Club could also operate.

The Hampstead Heath Winter Swimming Club at the Mixed Pond would remain unchanged.

#### **1d. Additional City Corporation Lifeguards**

The City Corporation would employ a number of additional Lifeguards\*. This would be necessary to maintain Lifeguard numbers to cover breaks and to maintain alertness. This arrangement could be supplemented by Temporary Lifeguards at peak seasonal times.

## **2. MAXIMUM BATHER LOADING**

The current practice of manual head counting by the Lifeguards is deemed to be no longer feasible. A new system needs to be implemented to accurately monitor both the bathing and the facility load at the Bathing Ponds. In addition, procedures need to be developed to enable the Lifeguards to request further support.

### **Options:**

**2a. Introduce camera-based technology to monitor the bathing load.**

**2b. Introduce technology to monitor the access and egress to the Bathing Ponds from the jetties.**

**2c. Introduce technology to monitor the access and egress to the Bathing Facilities.**

Once the bathing load at a swimming pond is approaching the triggers set out in section 3 below, additional measures would be required to manage access to the Bathing Ponds.

### 3. MINIMUM LIFEGUARD NUMBERS

In response to the Health and Safety Executive advice, thought has been given to the Lifeguard to swimmer ratios based on the numbers of people using the facilities. It is proposed to move to adopting a ratio of 1:25 Lifeguards to swimmers. The arrangements would ensure that in all cases the Lifeguards should have the ability to reach a casualty within one minute and to recover them to the side in three minutes. Given the unique nature of the Ponds the ratio of 1:25 is considered appropriate.

A trigger level of 50+ swimmers would require a fourth Lifeguard to operate from the Bathing Ponds on either a rescue ski, kayak or paddle board, thereby allowing the safety team to be in closer proximity to the swimmers. A further trigger of 75+ swimmers would require a fifth Lifeguard.

This effectively means that a minimum team of three Lifeguards are required at each facility and at each trigger point an additional Lifeguard is required in order to allow an increased bathing load.

In addition, the City Corporation is proposing to engage dedicated security/facility operatives, thereby ensuring that the Lifeguards primary responsibility is to protect and preserve the safety of bathers in both the Ponds and Lido, (see section 7).

The summer 2020 season will be the first opportunity to operate under these new guidelines. The City Corporation will carry out a review to ensure the new arrangements work effectively for all users and meet the requirements of the Health and Safety Executive.

| Lifeguards        | 3 Lifeguards rotating positions and taking regular breaks.<br><br>Pondside/Poolside working time should be no longer than 60 minutes or in exceptional circumstances 90 minutes. | 4 Lifeguards rotating positions and taking regular breaks.<br><br>Pondside/Poolside working time should be no longer than 60 minutes or in exceptional circumstances 90 minutes.<br><br>1 Lifeguard on a rescue ski, or operating for another suitable location. | Additional Lifeguards subject to Dynamic Risk Assessment e.g.<br><ul style="list-style-type: none"><li>• Change in behaviour eg impact of alcohol.</li><li>• Change in profile of swimming capability.</li><li>• Change in weather conditions.</li><li>• Additional requirement for swim tests.</li></ul> |
|-------------------|--|--|---|
| Pond Bathing Load | 0-50   | 51 - 75  | 76 - 100 at a Bathing Pond.   |

#### **4. LIFEGUARD TRAINING**

Following a series of meetings with the Lifeguards it is proposed to rollout the Royal Life Saving Society UK (RLSS) Open Water Training with external validation for the Lifeguards and the Fixed Term Contract Lifeguards.

##### **Proposals:**

**4a.** Temporary Lifeguards, including Volunteer Lifeguards, would receive the additional Open Water Training as part of their induction programme.

**4b.** A programme of regular closures of all the facilities to enable team training and continual professional development will be introduced in consultation with the Swimming Associations.

**4c.** Subject to the Risk Assessment and in consultation with the Lifeguards, the City Corporation will provide new additional safety equipment and seek to introduce separate radios for each facility.

## 5. REVIEW OF CHARGES

Charges for swimming at the Bathing Ponds were introduced in 2005 and are set out on notice boards at the entrance to each of the facilities. The charges are also published on the City Corporation website and in the Hampstead Heath Diary.

In 2018/19 the total cost to operate the three Bathing Ponds was £747,048. The income from ticket sales, season tickets and donations totalled £67,000. In comparison, for 2016/17 the total cost to operate the three Bathing Ponds was £584,180 and the income from ticket sales, season tickets and donations totalled £44,959.

Since 2005 access to these managed facilities has been by payment. However, for the past 15 years these charges have been collected using a 'self-policing' process. The current level of income raised through the 'self-policing' process is a small fraction of actual swim visits and is no longer a sustainable model for the future.

The huge increase in the popularity of cold water swimming together with the increased resources required to comply with the Health and Safety Executive advice will have a significant impact. In the light of this, the City Corporation now wishes to move to collecting payment for swim visits, bringing the Bathing Ponds into line with the Lido and all other recreational and sporting facilities on the Heath.

The City Corporation remains committed to subsidising the cost of swimming and fees, charges and concessions for the Heath are benchmarked and reviewed annually following consultation.

The City Corporation will be introducing contactless payment for all of its managed facilities, in line with the general societal trends.

### Options:

#### **5a. Continue payment collection via the existing 'self-policed' honesty system**

Increasing the number of payments through improved reliability of collection points together with clear signage, communications and information.

#### **5b. Access to the managed facilities is by paid admission – contactless, season tickets**

Access via mechanised gates.

#### **5c. Standalone Contactless Payment/Season Ticket and Cash option (no change provided)**

Compliance by spot checks, ticket collector, and/or mechanised gate.

#### **5d. Standalone Contactless Payment/Season Ticket only**

Compliance managed by spot checks, ticket collector, and/or mechanised gate.

#### **5e. Fundraising by Swimming Associations to significantly reduce the gap between the subsidy and the true operating costs**

#### **5f. Fundraising to support specific projects or improvements**

The City Corporation welcomes fund raising initiatives towards improvement projects.

## **6. CHARGING OPTIONS**

The City Corporation seeks to maintain a charging framework that incorporates subsidised Season Tickets, Day Tickets and comprehensive concessions.

The City Corporation seeks commonality in the approach to charging across the Bathing Ponds, Lido and other facilities.

Additionally, Direct Debit options are to be considered.

### **Options:**

#### **6a. Season Tickets**

**6ai.** Season Ticket prices frozen until April 2021 and then reviewed annually following consultation.

**6aii.** Season Tickets prices increased by £25 as a safety levy from April 2021 and then reviewed annually following consultation.

#### **6b. Day Tickets**

**6bi.** Day ticket prices frozen until April 2021 and then reviewed annually following consultation.

**6bii.** Day ticket prices increase to the London benchmark levels from April 2020 and then reviewed annually.

**6biii.** Day ticket prices increase to the London benchmark levels from April 2020 with additional £1 safety levy.

**6biv.** Day ticket prices increase to the London benchmark levels from April 2020 with additional £1 safety levy and £2 Tourist levy (applicable for non-London residents.)

#### **6c. Concessions**

Concessionary rates will be reviewed and brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate.

Concessions – 40% on day ticket

- Freedom Pass
- Disabled Card
- Unemployment Card
- Student
- Under 16's
- Extend the existing Lido charging policy of free morning swims (07.00 to 09.30) to overs 60's and under 16's.

In conjunction with the Swimming Associations the City Corporations welcomes the opportunity to consider local 'hardship' funds to ensure that Heath swimming facilities are financially inclusive.

## **7. FACILITY MANAGEMENT**

Following input from the Health and Safety Executive and the Lifeguards, the City Corporation wants to ensure that the Lifeguards are not distracted from their duties watching the water. Additionally, the City Corporation seeks to significantly reduce the risk of physical and verbal assaults to Lifeguards and other Heath staff that occur especially at busy periods.

Therefore, additional resources are to be deployed to aid the management of visitors and operation of the facilities.

Mechanised gates could be introduced to help manage access to the facilities.

Additionally, technology linked to the gates would provide data on visitor numbers, bather and facility loading, helping to manage demand and safety especially on busy days.

### **Options:**

#### **7a. Volunteers**

Promote a programme of volunteers to help at busy periods, who will be trained and registered.

#### **7b. Rangers**

The City Corporation would employ a number of additional \*Rangers. Supplemented by temporary staff at peak seasonal times.

\* Recruitment of fixed term contract staff is subject to Business Case approval.

#### **7c. Contract Security/Facilities Operatives**

The City Corporation would procure a number of contract security/facility operatives to take on the responsibility for elements such as cleaning, spot checks, visitor management and security.

## **8. SITE SPECIFIC ISSUES**

Each of the facilities has a series of unique challenges for which there is no “one-size-fits all” approach. The City Corporation is committed to creating accessible environments for more diverse visitors by removing barriers that may exist for different groups that experience more exclusion or disadvantage than others.

The City Corporation proposes to work with each of the Swimming Associations and the Lifeguarding team to establish Working Groups to collaborate on finding solutions to the following:

### **Examples of challenges and issues include:**

- Management of visitors to the Men’s Pond including sunbathers and accessibility.
- Management of visitors to the Ladies’ Pond, the meadows and back gate.
- Management of visitors at the Mixed Pond sunbathers, accessibility and changing facilities.
- Management of visitors at the Lido.
- Improvements to Lifeguard facilities and fixed viewing positions.
- Perimeter management and planting.
- The non-bathing ponds.
- Signage and communications.
- Review of the Hampstead Heath Swimming Regulations.
- Secure lockers, pigeonholes and storage arrangements.
- Promoting biodiversity.
- Improving water quality and sustainability initiatives e.g. waste & recycling.
- Access for people with disabilities.
- Safeguarding.

## **9. COMMUNICATIONS**

The City Corporation welcomes the feedback on the quality and effectiveness of its general communications regarding the swimming facilities. It recognises that more can be done to explain the charges, season tickets, concessions, the existence of the Hampstead Heath Charitable Trust and the significant costs associated with the safe and sustainable running of the swimming facilities.

The Heath Management Team will work with the City Corporation communication experts to review all external signage, communications and online information.

The City Corporation welcomes the considered email from the Chairs and Co-Chairs of the KLPA, HMPA, USA and the MPA (see appendix 4 and financial models).

The City Corporation also welcomes the discussions with the Parliament Hill Lido User Group which took place on Monday 3 February 2020.

The following issues were discussed:

1. With the increasing popularity of cold water swimming, more information is required to explain the health implications for over exertion and exposure to cold water.
2. The Swimming Review has identified the role of staff to support the Lifeguards with tasks like security, bag searches, cleaning, setting up barriers/sunshade and providing information to visitors queuing.
3. The learning from summers 2018 and 2019 demonstrates that additional measures are necessary to secure the boundary of the Lido. The City Corporation is considering trialling an additional temporary perimeter fence (June/July/August) to prevent unauthorised access over the boundary walls.
4. The operation of the café during extreme weather events needs to be reviewed to ensure the safety of staff and visitors.
5. There are many opportunities to collaborate with the PHLUG to improve communications using websites, social media, signs, video clips etc.
6. There was agreement that the numbered queuing system trialled over the 2019 August Bank Holiday weekend was successful and should be reviewed and implemented during 2020. The importance of information to visitors queuing was also noted.
7. The group discussed the importance of promoting the season tickets and suggested a range of extra benefits like season ticket only events or additional access for swimming.
8. The free early morning over 60's and under 16 swimmers should be issued with season tickets to record participation data and their contact details in case of an emergency.
9. A review of the lockers is required.

10. The City Corporation will collaborate with PHLUG to review the opportunities to utilise vacant space to provide opportunities for exercise and meditation, a shop, new access door to facilitate poolside recycling, water bottle refilling points etc.
11. The built assets in the area known as the Parliament Hill Triangle will form part of a comprehensive review. Initial scoping identifies the Lido as a hub for swimming, health, wellbeing and learning.
12. Further engagement with local schools was discussed.
13. In relation to charges the City Corporation discussed the following points:
  - The importance of promoting season tickets and the various concessions.
  - Maintaining contactless payment options.
  - Clear and fair charges.
  - The Lido fees, charges and concessions require benchmarking (with similar providers) and reviewed annually following consultation.
14. PHLUG recognise the historical context of the Lido which should be conserved, however the importance of hot water and maintenance of the fabric of the Lido is critical.
15. The Parliament Hill Fields Lido Café lease expires in January 2021 and a public consultation will take place in 2020, to help define the outcomes the Heath community seeks for the café facility.

## 10. NEXT STEPS

- 3<sup>rd</sup> February – meeting with Parliament Hill Lido User Group
- 4<sup>th</sup> February – Swimming Forum
- 5<sup>th</sup> February - meeting with the Lifeguards
- 11<sup>th</sup> February - Swimming Forum. Formal proposal to be considered ahead of recommendation for the Hampstead Heath Consultative Committee on 9 March
- 9<sup>th</sup> March - Hampstead Heath Consultative Committee
- 11<sup>th</sup> March - Hampstead Heath Management Committee
- Develop implementation plan ahead for 2<sup>nd</sup> May - Summer 2020 swimming season – Phase 1
- Develop plans for Phase 2

Appendix 1 – Letters from the Health and Safety Executive dated 02 October 2019 and 08 October 2019

Appendix 2 - Swimming Facilities income, expenditure and visitor counts

Appendix 3 – Hampstead Heath Dashboard

Appendix 4 – Joint response from the KLPA, HMPA, USA, MPA and two financial models

<sup>1</sup>Parliament Hill Lido Users' Group, website.



**Swimming Facilities Forum**  
**Tuesday 4 February 2020, 6pm**  
**Parliament Hill Meeting Room**

Attending:

|                          |     |   |
|--------------------------|-----|---|
| Karina Dostalova (Chair) | KD  | Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC |
| Bob Warnock              | BW  | Superintendent, Hampstead Heath, CoLC                                   |
| Colin Buttery            | CB  | Director of Open Spaces, CoL  |
| Tim Johns                | TJ  | Facilitator, Orato Consulting   |
| Tanya Gagin              | TG  | Health & Safety Consultant, Human Applications                          |
| Eleanor Kennedy          | EK  | Parliament Hill Lido User Group   |
| Jeremey Watson           | JW  | Highgate Men's Pond Association   |
| Chris Ruocco             | CR  | Highgate Lifebuoys  |
| Charles Marks            | CM  | Mixed Pond Association  |
| Robert Sutherland-Smith  | RSS | United Swimmers Association   |
| Nicky Mayhew             | NM  | Kenwood Ladies' Pond Association  |
| Julia Dick               | JD  | Kenwood Ladies' Pond Association  |
| Declan Gallagher         | DG  | Operational Services Manager, CoLC                                      |
| Paul Maskell             | PM  | Leisure and Events Manager, CoLC  |
| Paul Jeal                | PJ  | Senior Swimming Facilities Supervisor, CoLC                             |
| Kate Radusin (notes)     | KR  | PA to Superintendent, CoLC  |

|           |   |
|-----------|---|
| <b>1.</b> | <b>Apologies</b>  |
|           | Anne Fairweather, Marc Hutchinson, Mike Sands, Kasia Sikora, Chris Piesold, Ruth Halgarten & Richard Gentry.  |
| <b>2.</b> | <b>Notes of the previous meeting (14.1.20)</b>  |
|           | Agreed.   |
| <b>3.</b> | <b>Matters Arising</b>  |
|           | N/A   |
| <b>4.</b> | <b>Facilitated Discussion to consider draft proposals</b>   |
|           | <p>KD welcomed Members of the Swimming Forum and provided a recap of the Swimming Forum meeting on 14 January 2020 and subsequent meetings with the individual Swimming Associations. Draft proposals have been circulated for consideration, which reflect the discussions and comments made during these meetings.</p> <p>TJ led a facilitated discussion to consider the draft proposals.</p> <p>BW noted that the draft proposals covered the following points:</p> <ol style="list-style-type: none"> <li>1. <u>Lifeguard Breaks and alertness</u> – Lifeguards need to have a break after 60-90 minutes watching the water. This requires additional Lifeguard resources and is linked to managing the bathing load.</li> </ol> |

2. Maximum Bather Loading – Need to move away from manual head counts. Technological solutions are being investigated. This is linked to the facility carrying capacity.
3. Minimum Lifeguard Numbers – The ratio of swimmers to Lifeguards and the need to increase the number of Lifeguards. Links to Lifeguards breaks and maximum bather loading.
4. Lifeguard Training – Additional Open Water training to be rolled out to all Duty Lifeguards and Fixed Term Contract Lifeguards.
5. Review of Charges – Varying feedback has been received. Additional options can be included in the proposals if Members have further options to put forward.
6. Charging Options – We have considered how we can introduce systems that will not disadvantage swimmers on lower incomes.
7. Facility Management – Critical role for Ranger Staff to perform in managing gates, queues, toilets etc. to ensure the Lifeguards are not distracted from watching the water.
8. Site Specific Issues – The issues considered, which are facility specific, have arisen following meetings with the Lifeguards and Swimming Association Reps.
9. Communications – We appreciate the feedback and agree there are many opportunities to improve the signage and information at the Bathing Ponds and Lido

TJ the headlines of the draft proposals are that CoLC are proposing to increase the number of Lifeguards by at least 1 per facility and to bring in additional Ranger Staff to manage the facilities to ensure the Lifeguards are not distracted away from watching the water.

Initial feedback on the proposals were received from the Swimming Association Reps:

NM noted it was difficult to give opinions on the options as there had not yet been time for Reps to consult with their Association Members. All Members support the Lifeguards, but there are concerns that 3 Lifeguards would be too many on many occasions.

RSS supported the comments made by NM and noted that there was no data for the number of occasions during the year that the bathing load reached more than 100 people. 2020 should be considered as a year of observation. The motivation for the changes is understood but is it objectively necessary?

JW the Heath budget has stayed constant over the last 10 years, which is equal to a 30% decrease. The swimming budget has increased by inflation, however the number of visits to the facilities has increased by more than this amount. 19% of people reported visiting the Heath for swimming.

CM noted the increase in the number of Lifeguards would increase the cost of managing the facilities.

EK the Lido has a different set up as you have a to pay to get into the facility. The Lifeguards do an excellent job. The process is moving quickly, don't want there to be knock on effects from any changes made.

TJ CoLC are aware of issues around 'gold plating' but have to move forward with implementing the HSE advice. There will need to be 3 Lifeguards on duty so that there is capacity for breaks and rotations, while ensuring there are always 2

Lifeguards watching the water. The use of technology to manage the bather loading is a little chicken and egg, in that the usefulness can only be ascertained once it is in place. Data shows there is a general UK wide increase in the popularity of cold water swimming.

BW noted that CoLC were still considering how to respond to the HSE advice. The Lifeguards have been subject to physical and verbal assaults and the current rota doesn't allow for breaks. We are trying to put systems in place to support the Lifeguards, and additional staff will be required to carry out bag searches and queue management. The current operating model of 2 Lifeguards working 7.5 hour shifts needs addressing. We need to adopt a different model and start trialling 3 Lifeguards to see what system works best. It is also important to know how many people are in the water. The HSE advice is based on triathletes with a ratio of 1 Lifeguard for 20 Swimmers.

NM raise concerns that 3 Lifeguards would be too many on cold winter days and that this could be demoralising for the Lifeguards. BW confirmed that arrangements would be trialled to see what worked best. There will need to be adjustments between Summer and Winter.

TG noted that there was no average break length. Similar roles and environments would be looked at to see what would be reasonable in the context of the HSE advice. If the HSE do not consider that the advice has been followed, and the consider there is 'immediate danger' then prohibition notice is an option open to HSE.

PJ there can be 30+ swimmers for an early morning swim. If there are 2 Lifeguards on duty and an incident occurs 1 Lifeguard will react. If they then get into difficulty or need back up, or the other Lifeguard is on a break, then this leaves no-one watching the water. At the inquest into the Men's Pond fatality the 2 Lifeguards on duty were not able to corroborate the number of swimmers in the water.

A comment was received from the public gallery that the swimming areas of the ponds could be reduced.

JW queried whether there was an implementation timetable for the HSE advice?

TG noted that as advice had been received there was no deadline, however the CoLC need to show they are taking the advice seriously.

TJ led a discussion around the additional costs of implementing the HSE advice. BW confirmed that Officers were working to establish the costs. A trial of the 3<sup>rd</sup> roaming Lifeguard would commence soon. Once the facilities open Lifeguards will require their first break within 60-90 minutes. Therefore, the facility could open at 7am with 2 Lifeguards on duty with a 3<sup>rd</sup> coming on duty at 8am to cover breaks.

TJ led a discussion around the Heath budget. CB noted that the budget had reduced by an average of 2% each year for the last 2 years. To counter this additional income generation and efficiencies have been introduced, rather than services cut. On the whole, revenue has remained relatively stable at around £5m per year. In the next 3-5 years there will be less funding from Central Government. Since 2019 there has been a freeze on permanent staff appointments, and Fixed-Term and Casual contracts have been used to retain flexibility within the workforce. KD noted that the Heath budget was fixed and that additional funds could not be diverted to swimming as this would take

|           |  |
|-----------|--|
|           | <p>resources away from education, ecology etc. We want to make the facilities sustainable for future generations. CB when the CoLC took on the Heath it came with a £15M endowment. This still stands at roughly £15M as the CoLC have only ever drawn the interest from it. The funding from the CoLC has been philanthropic and is greater than the funding which would have come from the GLC or another Local Authority. The CoLC spends more on the Heath than other Local Authorities spend on their open spaces.</p> <p>TJ led a discussion about the feasibility of having volunteer Lifeguards. PJ outlined the extensive training requirements, and it was agreed that this was not a feasible option to pursue. It was agreed that there could be a role for volunteers at the facilities, which would be explored.</p> <p>TJ led a discussion around section 5 of the proposal - review of charges. BW noted that the majority of Lido ticket sales were by card and that cash now accounted for only a small proportion of transactions. We have considered ways to collect income at the Ponds which do not require the installation of turnstiles. Views were expressed that the current 'parking style' ticket machines, donations posts and signage was not adequate and that contactless payment points should be introduced. It was suggested that a donation tick box option was added to the online season ticket so that swimmers could make donations alongside purchase of the season ticket. It was also suggested that a delivery option should be introduced. It was noted that there are many swimmers who do not pay, but will contribute, and that there is a culture surrounding the principles of free swimming. Views were expressed that further time should be given to allow fundraising and an increase in donations (once contactless payment had been introduced).</p> <p>There followed a discussion round the Hampstead Heath Charity. Views were expressed that many people visiting the facilities were not aware of the Heath's charitable status, and that further information should be provided to make this clear to visitors to encourage payment and donations.</p> <p>A comment was received from the public gallery that any changes to the swimming facilities may impact on the number of people attempting to swimming in non-lifeguarded ponds.</p> <p>TJ confirmed the need for Lifeguards to move away from undertaking additional tasks, such as toilet cleaning and queue management. Additional Staff would be required to take on these duties, so the Lifeguards would not be distracted from watching the water. BW noted that Officers would collaborate with Lifeguards and small groups from each facility to discuss site specific planting improvements and projects, some of which will need funding identified, i.e. installation of 3-phase electricity at the Mixed Pond. Lockers would also be considered on a facility by facility basis.</p> |
| <b>5.</b> | <b>AOB</b>   |
|           | N/A  |
| <b>6.</b> | <b>Next Steps</b>  |

|           |  |
|-----------|--|
|           | <p>KD confirmed that the proposals would be refined following the comments and feedback received at the meeting. These would be discussed at the next Swim Forum on 11 February 2020 and would form the basis of a report to the Hampstead Heath Consultative Committee (HHCC), who will meet on 9 March 2020. Swimmers would have until 9 March to put forward their comments. The proposals would be considered by the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee (Management Committee), taking account of the view of the HHCC, on 11 March 2020.</p> |
| <b>7.</b> | <b>Date of the next meeting</b>  |
|           | <ul style="list-style-type: none"> <li>• Tuesday 11 February 2020, 6pm.</li> </ul>   |



**Swimming Facilities Forum**  
**Tuesday 11 February 2020, 6pm**  
**Parliament Hill Meeting Room**

Attending:

|                          |     |   |
|--------------------------|-----|---|
| Karina Dostalova (Chair) | KD  | Chairman, Hampstead Heath, Highgate Wood & Queen's Park Committee, CoLC |
| Bob Warnock              | BW  | Superintendent, Hampstead Heath, CoLC                                   |
| Colin Buttery            | CB  | Director of Open Spaces, CoL  |
| Tim Johns                | TJ  | Facilitator, Orato Consulting   |
| Eleanor Kennedy          | EK  | Parliament Hill Lido User Group   |
| Jeremey Watson           | JW  | Highgate Men's Pond Association   |
| Chris Piesold            | CP  | Highgate Men's Pond Association   |
| Chris Ruocco             | CR  | Highgate Lifebuoys  |
| Mike Sands               | MS  | Mixed Pond Association  |
| Kasia Sikora             | KS  | Mixed Pond Association  |
| Margaret Dickinson       | MD  | Mixed Pond Association  |
| Marc Hutchinson          | MH  | Winter Swimming Club  |
| Robert Sutherland-Smith  | RSS | United Swimmers Association   |
| Nicky Mayhew             | NM  | Kenwood Ladies' Pond Association  |
| Mary Powell              | MP  | Kenwood Ladies' Pond Association  |
| Declan Gallagher         | DG  | Operational Services Manager, CoLC                                      |
| Paul Maskell             | PM  | Leisure and Events Manager, CoLC  |
| Paul Jeal                | PJ  | Senior Swimming Facilities Supervisor, CoLC                             |
| Kate Radusin (notes)     | KR  | PA to Superintendent, CoLC  |

|           |   |
|-----------|---|
| <b>1.</b> | <b>Apologies</b>  |
|           | Anne Fairweather, Julia Dick, Richard Gentry, Jennifer Wood.  |
| <b>2.</b> | <b>Notes of the previous meeting (4.2.20)</b>   |
|           | Agreed.   |
| <b>3.</b> | <b>Matters Arising</b>  |
|           | RSS raised a query in relation to the timeline for engagement. KD outlined the process and set out the timeline and next steps of the engagement.   |
| <b>4.</b> | <b>Facilitated Discussion to consider draft proposals</b>   |
|           | <p>KD thanked Members of the Swimming Forum for their time and the comments and feedback received, which would be addressed during the facilitated discussion led by TJ.</p> <p>TJ commenced a facilitated discussion to consider the Position Paper prepared by the CoLC and discuss the feedback letter received from the Swimming Association Chairs. It was noted that the Swimming Forum was not a decision-making body, but instead informed the Hampstead Heath Consultative Committee and ultimately the Hampstead Heath, Highgate Wood and Queen's Park Committee, who would make a decision on the proposals.</p> |

### Timetable

There followed a discussion around when the engagement commenced, and it was noted that the Swimming Association Reps considered the meeting on 14 January 2020 to be start of the process.

KD noted that whilst the matter was discussed at the previous meeting on 1 October 2019, the advice from the HSE had not been received until after this date and that the Coroners Court did not conclude until 31 October 2019. Therefore, the full implications were not able to be considered until November 2019, at which point Officers commenced background work on the Swimming Review. The final date for comments on the proposals was 9 March 2020, ahead of the Hampstead Heath Consultative Committee meeting.

MS noted that the Swimming Association Chairs had not yet sought to consult their Members, as they were waiting to receive firmed up proposals.

KD confirmed that the proposals would be considered by the Hampstead Heath, Highgate Wood & Queen's Park Committee on 11 March, to ensure there was time to implement ahead of the Summer swimming season, which commences on 2 May 2020.

TJ asked the Swimming Association Chairs to confirm how long they would need to consult with their Members.

### Financial Data & Dashboard

KD confirmed that proposals were not initially tabled by the CoLC at the meeting on 14 January 2020, as it was considered that these would be collaboratively processed to formulate proposals during discussions. However, responding to feedback at the meeting CoLC Officers has subsequently considered draft options which had been discussed at the 4 February 2020 meeting. There had been a lot of common ground established at the meeting, which was very encouraging, although there were areas where there was not agreement. This demonstrated the varied issues covered, which were not solely around charging.

NM felt that the issues around Health and Safety and charging had been conflated.

CP noted that if the CoLC contribution to the funding of the Hampstead Heath Charity had remained constant over a number of years, then in real terms it had reduced.

MP noted that the proposals had been based on data, which did not stack-up.

KD confirmed that the 2018/19 income was £67k.

MP felt that the inefficiency of the current collection system was a factor.

### Lifeguard Breaks & Alertness and Maximum Bather Loading

MP noted that in relation to the proposed use of cameras to assist with the bather loading count, there was unease amongst some swimmers about what the technology could be used for, and this would rely on trust.

### Minimum Lifeguard Numbers

There followed a discussion around the need to avoid gold plating, especially in relation to the number of Lifeguards on duty.

TJ noted that there was been clear feedback on gold plating and confirmed that CoLC were working to establish the minimum additional number of staff

required, and that this would vary between the winter and summer seasons to respond to demand. Trials of a roving third Lifeguard had begun. PJ confirmed that an electric bike had been ordered to assist the roving Lifeguard traveling between the sites so that they could cover breaks and quickly provide assistance should an emergency arise at any of the facilities. BW confirmed that the swimming facility Risk Assessments were being reviewed and updated in-line with the HSE advice received. Recruitment for Fixed-Term Lifeguards had commenced.

#### Lifeguard Training

PJ confirmed that training was scheduled for March and would be externally verified.

BW noted that stand-alone radios were being considered to allow greater internal communication between the swimming facilities. This would stop the main Heath radio being 'clogged' and had already been successfully used at the Lido. Two or Three radios would be required for each pond, and Lifeguards would carry these radios in addition to the Heath radio.

#### Facility Management

TJ CoLC are comfortable with the response given to 7a&b.

BW Rangers would have a role at the Bathing Pond and Lido to ensure the Lifeguards are not distracted by managing queues, toilets etc. The approach to queue management was trialled last summer and will be embedded for the 2020 summer season. At the Lido this would include litter picking and placing queue barriers. Contract Security staff would continue to be deployed at the Lido.

MS queried if turnstiles would be used at the Bathing Ponds?

BW turnstiles are not being considered. Mechanised touch and release gates could be used. These could be activated by Season Tickets or contactless payment.

MS this would not be feasible with the existing Mixed Pond entrance gate.

BW a tailored approach would need to be taken for each facility entrance. MD noted that this approach could deter new people from swimming into the winter season.

BW want to ensure that the infrastructure used is in keeping with the Heath.

MP noted that some people may choose not to use contactless payment in their everyday lives and could therefore be digitally excluded if they came for a one-off visit.

KD there would be a transition period where cash payments could still be accepted at the facilities.

MS felt that the contactless payment should be trialled before it was linked to access. The perimeters of the facility should be made secure before it was linked.

KD hedging has been discussed, and we may need to phase with Rangers assisting in the first instance.

MP there are boggy areas around the Ladies' Pond where hedges do not grow.

BW we are looking for solutions, which will be tailored to each facility.

### Charging Options & Charges

TJ noted there had been clear feedback from the Associations on keeping the Self-Policing arrangements, with the addition of contactless payments.

Hypothecation had also been raised.

BW we need to generate income to support the cost of running the facilities, which will still be subsidised.

CR will Associations have to pay for members access?

BW please encourage your Members to purchase a Season Ticket or a day ticket if they do not want a season ticket.

KD noted the value that the Season Tickets provide to people swimming regularly at the facilities.

NM noted the current online application process was clunky and did not offer a renewal reminder. More effort should be made to promote it to swimmers.

PM confirmed that this would be looked into.

There followed a discussion around phasing of technology and low-tech solutions which could be trialled to assist with bather loading in the short term, such as wristbands.

RSS agreed there was a cost to run the facilities but did not believe that the CoLC had the right to charge for access to the Bathing Ponds.

TJ there has been a lot of feedback around signage and lack of information around the current payment points.

There followed a discussion around the signage and messaging at the Bathing Ponds. There was confusion around the final wording of the signage, and Association Members did not feel that the signage was clear enough.

CB confirmed that currently the Bathing Ponds were running with a £680,000 subsidy.

NM felt more swimmers would pay if they clearly understood that the Heath is a charity. Money spent on swimming cannot be spent elsewhere on the Heath, if there was a greater understanding then it would free up money to invest in the swimming facilities and to be spent elsewhere on the Heath.

CB agreed that this message needs to be put across more widely at the Heath and across all the CoLC Open Spaces.

EK queried if gift aid could be added to the Season Ticket application form, as this would also highlight to people that the Heath is a charity.

There followed a discussion around the role of the Rangers and additional Lifeguards at the facilities.

BW clarified that the Rangers would support the Lifeguards and would ensure that they were not distracted from watching the water. Contract cleaning was also being investigated. The costs for the additional staffing and resources will be kept as low as possible.

There followed a discussion around the implications of changes at the facilities on the non-lifeguarded ponds and concerns were raised that this would increase.

CB noted that the proposals had focused on sustaining the current number of swimming hours. The alternative could be to reduce the number of swimming hours and not increase costs. However, we are currently focusing on trying to

sustain the number of swimming hours, recognising the popularity of swimming on the Heath.  
RSS queried if the income from swimming would off-set the cost of other sports on the Heath.  
CB confirmed that all sports and activities were subsidised across the CoLC Open Spaces.  
BW confirmed that licensing for dog walkers and fitness trainers was being progressed.

TJ feedback on the proposed hardship fund?

MP felt it would be patronising and divisive.

NM many people see swimming in the ponds as an extension of enjoying the Heath. It is unrealistic people will pay £5 for a 5 minute swim in winter.

CP noted that many people use the Men's Pond socially in the winter months, and do not swim.

MH noted that socialising was an aspect of the Men's Pond culture and would have to be managed, with consideration to the bathing loads, as these people do not use the facility to swim.

BW confirmed that the priority was to manage the bathing load on busy days and having technology in place which shows how many people are in the facility. People may need to be held outside the facility. This is already practiced at the Mixed Bathing Pond and had been trialled at the Ladies' Pond last summer with help from Members of the Kenwood Ladies' Pond Association.

JW noted that the Serpentine model was based on 2,000 swimmers paying £25 a year to access non-lifeguarded waters.

CB confirmed that there was a lot of onus on the Club to manage this. Similar models could be considered at the Bathing Ponds.

TJ concluded the discussions and asked Members for their final comments.

EK contactless payment has been discussed over a number of years but has yet to be installed. Many swimmers are happy to pay voluntarily. It could explode.

PJ there has been lot of work to rebuild the relationship between the swimmers and Lifeguards since 2005. Do not want to detract from this moving forward.

PM we have a Duty of Care towards the Lifeguards. Accept the payment machines are not ideal and have not always worked reliably.

CR hope we can carry on as we are. The Lifebuoys have been going for 100 years. Can receipts be provided for Season Ticket purchases?

RSS will never accept compulsory payment. Good will can easily be dispersed if there is not a proper discussion around the voluntary payment.

CP concerned that people will be pushed out to the non-lifeguarded ponds, which could be dangerous. If there is not a more elegant solution to collecting money, then you may end up collecting less.

NM do not spend a lot of money on changing the things that make the Bathing Ponds unique. Do not increase the charges or make them compulsory.

Emphasises the need, and make it easier, for people to pay.

MS CoLC have a stewardship responsibility. A lot of what has been discussed is contrary to the Heath Vision. Understand the need for more Lifeguards. Have a phased process and work with the Associations to raise more income. Good that

|           |  |
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|           | <p>it is proposed to freeze the Season Ticket prices, can day tickets also be frozen? The ponds are unique and cannot be benchmarked.</p> <p>KS when I first started swimming at the Mixed Pond 15 years ago, I didn't have much money, I think that if people have the opportunity to pay, they would do so.</p> <p>MD it would be unfortunate if big changes were made in a rush.</p> <p>TJ thanked everyone for their time and feedback.</p> <p>KD we recognise that signage and technology are an issue. We want to improve our data, but we have a responsibility to respond to take onboard the HSE advice, and we have a responsibility to know how many people are in our facilities and the water so we do need to take action. It is clear that the current model is not sustainable. We are grateful for your time and contributions. I welcome the Chairs of the Associations to attend the Hampstead Heath Consultative Committee and to speak at the meeting for a few minutes to get your views across to the Members. We are also happy to receive any more feedback you have in writing. The Hampstead Heath Consultative Committee consider many issues and their feedback informs the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee when making decisions. I will ensure your views are put across to Members at the Hampstead Heath, Highgate Wood &amp; Queen's Park Committee meeting on 11 March.</p> <p><u>Comments received from the public gallery</u></p> <p>I urge you to look at H&amp;S and funding differently and to work with the Associations to increase the income. You do not understand us, and we do not trust you.</p> <p>What level of subsidy are you looking for? If it is £2 a swim you will break even, if it is £5 you will make £2m profit. My concerns are around the financial modelling.</p> |
| <b>5.</b> | <b>AOB</b>   |
|           | N/A  |
| <b>6.</b> | <b>Next Steps</b>  |
|           | A report will be prepared for the Hampstead Heath Consultative Committee, who will meet on 9 March 2020. Swimmers will have until 9 March to put forward their comments. The proposals would be considered by the Hampstead Heath, Highgate Wood & Queen's Park Committee, taking account of the view of the Hampstead Heath Consultative Committee, on 11 March 2020.   |
| <b>7.</b> | <b>Date of the next meeting</b>  |
|           | <ul style="list-style-type: none"> <li>TBC</li> </ul>  |

## **SWIMMING REVIEW 2020**

### **INVESTMENT PROGRAMME (Draft Proposals)**

In addition to addressing the charging model and rates at the Swimming Facilities and the operational deployment of Lifeguards and Rangers, it has become apparent that an investment programme is necessary to achieve the objectives of the Swimming Review. Particularly, given the need to move at pace to implement the Health and Safety Executive advice and address the negative comments from the Swimming Forum on the City Corporation's failure to install contactless technology.

This programme has been generated following detailed discussions with the City Corporation Lifeguards, the Hampstead Heath Swimming Associations and following three meetings of the Hampstead Heath Swimming Forum.

The Superintendent seeks to collaborate with colleagues from across the City Corporation to implement this programme. Project Management, Information Technology, Communication capability is required to help deliver this programme.

Given the short timescale, additional project management capacity is needed to prepare for the 2 May 2020 commencement of the summer swimming season.

### **PROPOSED PROJECTS ACROSS THE FOUR SWIMMING FACILITIES**

#### **Technology**

1. To facilitate the installation of technology to support revenue collection provide power and broadband at the entrances (inner and outer cordons) to the Bathing Ponds.
2. Install contactless payment and season ticket card readers at two positions, the outer gate and a location in view of the Lifeguards. Upgrade the contactless payment system and install and season ticket card readers at the kiosk to align with the system at the Bathing Ponds.
3. Install technology to count the number of visitors entering/exiting the facilities.
4. Install technology to record the bathing loads, and the capability to relay the number to the queue outside the facilities.
5. Install keyless lockers at all facilities to support the rollout of contactless payment for phones, wallets and cards.
6. To review the online season ticket application process to enhance user experience. This should include adding the option to make a donation in addition to purchasing a season ticket, gift aid, delivery options for the season ticket, automatic renewal, photo uploading and monthly instalment payments.
7. Investigate and procure smart season tickets to collect participation data.

## **Capital Bid - Built Assets**

8. Relocate the Men's Pond entrance to create an accessible facility, removing the steps and fencing associated with the existing location. Provide payment points, dog tethering area, widen paths and access to both the compound and pond to establish better flows for visitors to the facility. Provision of a new door into the existing changing facilities to separate wet/dry routes. This access programme is also paramount for Lifeguards and their safety so that they can see people coming into the facility for safety and accessibility.

Men's toilet block to be reconfigured to address the anti-social behaviour, re-planned and to integrate a 'pissoir' with off the ground metal screens and sections of canopy roof. Enclosed WC cubicles would also be required.

Provision of accessible changing, showering facilities and accessible WC in a new lightweight compound on the edge of the pond with a pontoon for disabled access into the water.

Provision of new long window on the south elevation with glazed corners to the West and East elevation to allow a panoramic view of the pond for the Lifeguards.

Reconfiguration of the key clamp enclosure/railings outside the Lifeguards Observation Hut.

Provision of steps to link the two existing concrete platforms to improve Lifeguard access.

9. Increase the height of the fence and gates at the rear access at the Kenwood Ladies' Pond and install the facility for season ticket entry gate release.
10. Re-provision the accessible toilet as a wet room and toilet at the Kenwood Ladies' Pond.
11. Re-provision the Lifeguard welfare facilities at the Mixed Bathing Pond.
12. Review the space allocated to the changing compounds and sunbathing areas at the Mixed Bathing Pond.
13. Review the accessibility of the facilities.

## **Cyclical Works Programme**

14. Re-provision the 3-phase electrical power supply from the UK Power Networks pillar near Hampstead No 1 Pond to the Mixed Pond. Trunking has been incorporated into the dams to facilitate the new cable run.
15. Review and update the Mixed Bathing Pond fixed wiring.
16. Connect the 3-phase aerator at the Mixed Bathing Pond from the Hampstead Heath Ponds Project.
17. Upgrade the water supply at the Mixed Bathing Pond to increase the water pressure allowing cold water showers to operate in the summer.
18. To re-provision the hot water boilers for the Ladies' changing room at the Lido.
19. Re-provision the Lido entrance shutters, gates and turnstiles to provide a secure facility to protect staff.

20. The Lido leak is currently being monitored. To review the data and develop a project to resolve the leak.

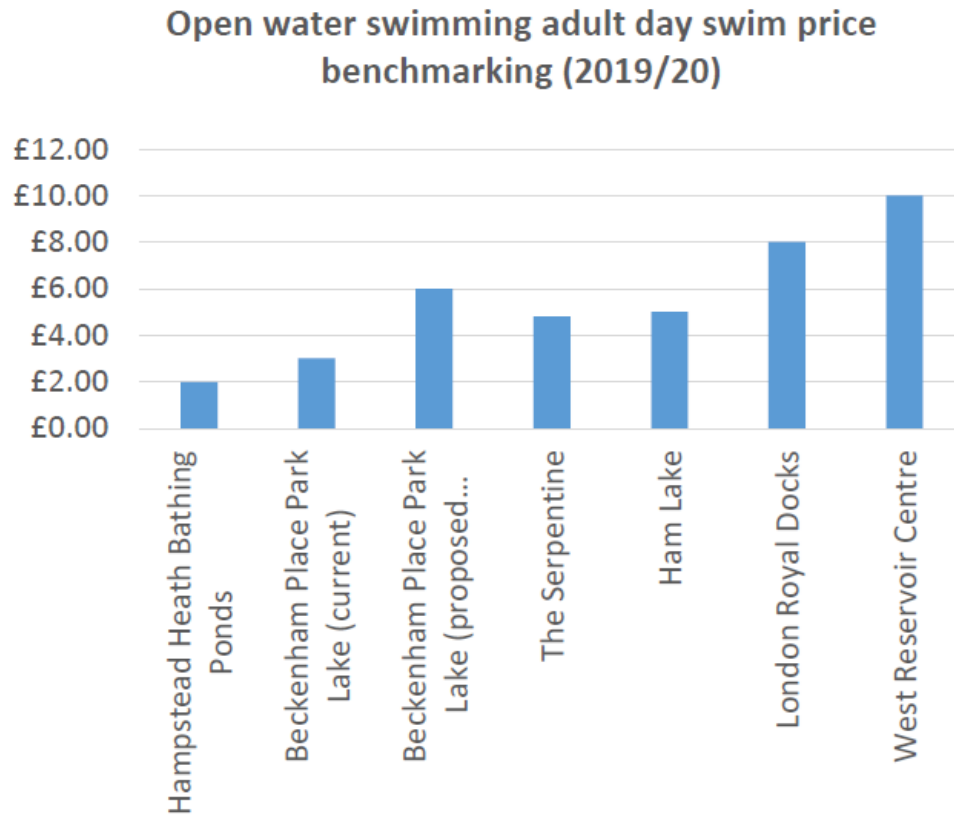
### **CSD – Client Funded Projects**

21. Review the design of the Lido outer perimeter fence to prevent unauthorised access. Seek Planning Consent to install a temporary security fence for June - August 2020.

### **Hampstead Heath Annual Work Programme**

22. Design and fabricate a cover to securely close the diving board when the Men's Bathing Pond is reaching the peak bathing load.
23. Re-provision of a new timber pontoon for Lifeguards at the Men's Bathing Pond to the South-East of the concrete jetty (access to water) & steps into water for ambulant disabled access.
24. Re-provision the fixed Lifeguarding position at the Kenwood Ladies' Bathing Pond to the north of the pond.
25. Install waste and recycling facilities all facilities.
26. Update the Communications Plan in relation to both internal and external stakeholders utilising the web, social media and the Heath Diary.
27. Update Risk Assessments, Safe Systems of Work and Emergency Action Plans to inform staff training and development.
28. Install new signage to support the contactless payment and season ticket access arrangements.
29. Update the safety signage to reflect the learning from the Swimming Review.

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**This benchmarking data was captured in January 2020**

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# TEST OF RELEVANCE: EQUALITY ANALYSIS (EA)

The screening process of using the Test of Relevance template aims to assist in determining whether a full Equality Analysis (EA) is required. The EA template and guidance plus information on the Equality Act and the Public Sector Equality Duty (PSED) can be found on Colnet at: <http://colnet/Departments/Pages/News/Equality-and-Diversity.aspx>

## Introduction

**The Public Sector Equality Duty (PSED) is set out in the Equality Act 2010 (s.149). This requires public authorities, in the exercise of their functions, to have 'due regard' to the need to:**

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a protected characteristic and those who do not, and
- Foster good relations between people who share a protected characteristic and those who do not

The characteristics protected by the Equality Act 2010 are:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership.
- Pregnancy and maternity
- Race
- Religion or belief
- Sex (gender)
- Sexual orientation

| What is due regard?  | How to demonstrate compliance  |
|--|--|
| <div data-bbox="89 730 145 917" data-label="Page-Footer">Page 175</div> <ul style="list-style-type: none"> <li>• It involves considering the aims of the duty in a way that is proportionate to the issue at hand</li> <li>• Ensuring that real consideration is given to the aims and the impact of policies with rigour and with an open mind in such a way that it influences the final decision</li> <li>• Due regard should be given before and during policy formation and when a decision is taken including cross cutting ones as the impact can be cumulative.</li> </ul> <p>The general equality duty does not specify how public authorities should analyse the effect of their business activities on different groups of people. However, case law has established that equality analysis is an important way public authorities can demonstrate that they are meeting the requirements.</p> <p>Even in cases where it is considered that there are no implications of proposed policy and decision making on the PSED it is good practice to record the reasons why and to include these in reports to committees where decisions are being taken.</p> <p>It is also good practice to consider the duty in relation to current policies, services and procedures, even if there is no plan to change them.</p> | <p>Case law has established the following principles apply to the PSED:</p> <ul style="list-style-type: none"> <li>• <b>Knowledge</b> – the need to be aware of the requirements of the Equality Duty with a conscious approach and state of mind.</li> <li>• <b>Sufficient Information</b> – must be made available to the decision maker</li> <li>• <b>Timeliness</b> – the Duty must be complied with before and at the time that a particular policy is under consideration or decision is taken not after it has been taken.</li> <li>• <b>Real consideration</b> – consideration must form an integral part of the decision-making process. It is not a matter of box-ticking; it must be exercised in substance, with rigour and with an open mind in such a way that it influences the final decision.</li> <li>• <b>Sufficient information</b> – the decision maker must consider what information he or she has and what further information may be needed in order to give proper consideration to the Equality Duty</li> <li>• <b>No delegation</b> - public bodies are responsible for ensuring that any third parties which exercise functions on their behalf are capable of complying with the Equality Duty, are required to comply with it, and that they do so in practice. It is a duty that cannot be delegated.</li> <li>• <b>Review</b> – the duty is continuing applying when a policy is developed and decided upon, but also when it is implemented and reviewed.</li> </ul> <p><b>However there is no requirement to:</b></p> <ul style="list-style-type: none"> <li>• Produce equality analysis or an equality impact assessment</li> <li>• Indiscriminately collect diversity data where equalities issues are not significant</li> </ul> |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>• Publish lengthy documents to show compliance</li> <li>• Treat everyone the same. Rather, it requires public bodies to think about people's different needs and how these can be met</li> <li>• Make services homogeneous or to try to remove or ignore differences between people.</li> </ul> <p><b>The key points about demonstrating compliance with the duty are to:</b></p> <ul style="list-style-type: none"> <li>• Collate sufficient evidence to determine whether changes being considered will have a potential impact on different groups</li> <li>• Ensure decision makers are aware of the analysis that has been undertaken and what conclusions have been reached on the possible implications</li> <li>• Keep adequate records of the full decision making process</li> </ul> |
|--|---|

### Test of Relevance screening

The Test of Relevance screening is a short exercise that involves looking at the overall proposal and deciding if it is relevant to the PSED.

**Note: If the proposal is of a significant nature and it is apparent from the outset that a full equality analysis will be required, then it is not necessary to complete the Test of Relevance screening template and the full equality analysis and be completed.**

The questions in the Test of Relevance Screening Template to help decide if the proposal is equality relevant and whether a detailed equality analysis is required. The key question is whether the proposal is likely to be relevant to any of the protected characteristics.

Quite often, the answer may not be so obvious and service-user or provider information will need to be considered to make a preliminary judgment. For example, in considering licensing arrangements, the location of the premises in question and the demographics of the area could affect whether section 149 considerations come into play.

There is no one size fits all approach but the screening process is designed to help fully consider the circumstances.

### What to do

In general, the following questions all feed into whether an equality analysis is required:

- How many people is the proposal likely to affect?
- How significant is its impact?
- Does it relate to an area where there are known inequalities?

At this initial screening stage, the point is to try to assess obvious negative or positive impact.

If a negative/adverse impact has been identified (actual or potential) during completion of the screening tool, a full equality analysis must be undertaken.

If no negative / adverse impacts arising from the proposal it is not necessary to undertake a full equality analysis.

On completion of the Test of Relevance screening, officers should:

- Ensure they have fully completed and the Director has signed off the Test of Relevance Screening Template.
- Store the screening template safely so that it can be retrieved if for example, Members request to see it, or there is a freedom of information request or there is a legal challenge.
- If the outcome of the Test of Relevance Screening identifies no or minimal impact refer to it in the Implications section of the report and include reference to it in Background Papers when reporting to Committee or other decision making process.

**1. Proposal / Project Title: Hampstead Heath Swimming Review 2020**

- 2. Brief summary (include main aims, proposed outcomes, recommendations / decisions sought):** A full review of the Hampstead Heath Swimming Facilities has been undertaken, in conjunction with Health & Safety Advice received followed a fatality at the Highgate Men's Bathing Ponds in June 2019. The report sets out the improvements required to address Health and Safety, accessibility, increasing demand and options to secure the long-term financial sustainability of the Swimming facilities on Hampstead Heath.

**Option 2 – Adopt applied Charges**

1. Contactless Payment Points will be introduced at the Bathing Ponds, to collect the charges, which will be applied from 2 May 2020.
2. The subsidised season ticket offer will be widely promoted to encourage take-up for regular swimmers. In addition, a cash payment option will be maintained for the 2020/21 season.
3. This option would be supported by new signage that provides information about the payment options and the Hampstead Heath Charity to demonstrate that their payments go towards sustaining the Ponds and the Lifeguards.
4. Officers recommend option 2. Heath Rangers will support a culture of payment at the Ponds, this builds on the existing practice at the Mixed Pond during the summer season. The Rangers will be required to manage the queues, control the number of people within the facility, provide information to visitors, respond to incidents, liaise other Heath staff, the emergency services and assist with cleaning and the operation of the facilities.

**Option 5 – Revise the scale of charges for season tickets, day ticket and concessions.**

- a. Season Ticket prices frozen until April 2021 and then reviewed annually following consultation.
- d. Adult day ticket prices increase to the London benchmark lower quartile £4 from April 2020 and then reviewed annually.
- h. Concessionary rates brought in line with other fees and charges across Hampstead Heath, which are based on a 40% discount of the adult rate and introduce free morning swims (07.00 to 09.30) to over 60's and under 16's to the Bathing Ponds.

- 3. Considering the equality aims (eliminate unlawful discrimination; advance equality of opportunity; foster good relations), indicate for each protected group whether there may be a positive impact, negative (adverse) impact or no impact arising from the proposal:**

| Protected Characteristic (Equality Group) <input checked="" type="checkbox"/> | Positive Impact                     | Negative Impact          | No Impact                           | Briefly explain your answer. Consider evidence, data and any consultation.  |
|---|-------------------------------------|--------------------------|-------------------------------------|---|
| Age   | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>            | If option C is chosen, then this will have a positive impact due to the introduction of a free morning swims (until to 09.30) to over 60's and under 16's to the Bathing Ponds. This proposal has been discussed with the Hampstead Heath Swimming Associations and the Hampstead Heath Consultative Committee. If this option if not chosen, then there will be 'no impact' as the service provided will remain unchanged and fees and charge increases and method of collecting fees will be the same for all protected characteristics. Age concessions will remain. |
| Disability  | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | The Swimming Review indicates that a capital investment programme would improve accessibility to the Bathing Ponds.   |
| Gender Reassignment   | <input type="checkbox"/>            | <input type="checkbox"/> | <input checked="" type="checkbox"/> | The City of London Corporation adopted a Gender Identity Policy in June 2019, following public consultation.  |

|   |                          |   |   |   |
|---|--------------------------|---|---|---|
| Marriage and Civil Partnership  | <input type="checkbox"/> | <input type="checkbox"/>  | <input checked="" type="checkbox"/>   |   |
| Pregnancy and Maternity   | <input type="checkbox"/> | <input type="checkbox"/>  | <input checked="" type="checkbox"/>   |   |
| Race  | <input type="checkbox"/> | <input type="checkbox"/>  | <input checked="" type="checkbox"/>   |   |
| Religion or Belief  | <input type="checkbox"/> | <input type="checkbox"/>  | <input checked="" type="checkbox"/>   | The proposals retain the existing provision of separate sex (including gender) Bathing Ponds. |
| Sex (i.e gender)  | <input type="checkbox"/> | <input type="checkbox"/>  | <input checked="" type="checkbox"/>   | The proposals retain the existing provision of separate sex (including gender) Bathing Ponds. |
| Sexual Orientation  | <input type="checkbox"/> | <input type="checkbox"/>  | <input checked="" type="checkbox"/>   | The proposals retain the existing provision of separate sex (including gender) Bathing Ponds. |
| 4. <b>There are no negative/adverse impact(s)</b><br>Please briefly explain and provide evidence to support this decision:                        |                          | The recommendations following the Swimming Review have taken account of the characteristics protected by the Equality Act 2010 and there are no negative or adverse impacts.    |   |   |
| 5. <b>Are there positive impacts of the proposal on any equality groups?</b> Please briefly explain how these are in line with the equality aims: |                          | If option C is chosen, then this will have a positive impact due to the introduction of a free morning swims (until to 09.30) to over 60's and under 16's to the Bathing Ponds. |   |   |
| As a result of this screening, is a full EA necessary? (Please check appropriate box using <input type="checkbox"/> )                             | Yes                      | No  | Briefly explain your answer: The impact of the recommended options is positive and there are no negative or adverse impacts identified. |   |
|   | <input type="checkbox"/> | <input checked="" type="checkbox"/>   |   |   |
| 7. <b>Name of Lead Officer: Bob Warnock</b>   |                          | <b>Job title: Superintendent</b>  |   | <b>Date of completion:</b> 24 February 2020   |

|  |  |                            |                        |
|--|--|----------------------------|------------------------|
| <b>Signed off by Department Director :</b> |  | <b>Name:</b> Colin BATTERY | <b>Date:</b> 24.2.2020 |
|--|--|----------------------------|------------------------|

|  |                                |
|--|--------------------------------|
| <b>Committee:</b><br>Hampstead Heath, Highgate Wood and Queen's Park Committee             | <b>Dates:</b><br>11 March 2020 |
| <b>Subject:</b><br>Hampstead Heath Extension, Consultation on use of premises (Annex Room) | <b>Public</b>                  |
| <b>Report of:</b><br>Director of Open Spaces   | <b>For Decision</b>            |
| <b>Report author:</b><br>Richard Gentry  |                                |

## Summary

This report provides to Members an update and the outcome of an engagement and consultation process regarding the use of the Hampstead Heath Extension Annex Room that is attached to the public toilet building as shown as the blue dot on the map (Appendix 1).

## Recommendations

Members are asked to:

- Provide feedback on the report findings (Appendix 2).
- Members approve the recommendation to proceed with a tender for the lease of the Annex Room as a refreshment kiosk, as set out in para 22.

## Main Report

### Background

1. An engagement and consultation process be undertaken to consider the future options for the use of the Hampstead Heath Extension Annex Room. The findings of this engagement and consultation process are attached (Appendix 2).
2. As agreed by this Committee, the space has been available to hire as a meeting room on a temporary basis whilst a longer-term solution is developed. The space has recently been used by a local Sports Club.
3. The Annex Room had previously been used by the London Natural History Society (LNHS) for field meetings and the storage of materials and journals.
4. The City of London Corporation (Open Spaces) Act 2018 was passed in March 2018. The introduction of this Act gives the City Corporation the opportunity to let unused premises in certain circumstances. Before granting a lease, the City Corporation are obliged to consult such persons or bodies as it thinks appropriate.

5. A rental income received from the leasing of this Annex Room will be reinvested to support the costs of managing Hampstead Heath.

### **Current Position**

6. A Consultant was appointed to carry out a user engagement and consultation. An online user questionnaire and pop up events were used as part of the consultation process.
7. Pop-up user engagement events took place at the Heath Extension on:
  - Wednesday 23 October 2019, 9am - 12pm
  - Saturday 26 October 2019, 1pm - 4pm
8. These events were publicised through social media and on-site posters. 110 people attended the pop-up events and 67 comments were left. The overall response to the engagement and consultation process was largely positive with 72% of questionnaire respondents stating that they would use a refreshment kiosk.
9. Of the comments received at the pop-up events, 'general' comments largely responded directly to the concept of a refreshment kiosk.
10. A Member of the Hampstead Heath Consultative Committee suggested that there was a lack of facilities on the Heath Extension and welcomed the addition of a kiosk over a café. It was acknowledged that local Sports Clubs would welcome a provision which was affordable, and provided a simple refreshment offer on match days.
11. When asked in the online questionnaire, what are the two main reasons you would visit a refreshment kiosk? Over half of respondents (59%) chose 'buy a tea or coffee' as one of their main reasons for visiting a potential kiosk.
12. 54 respondents (35%) would buy a tea or coffee to drink at the kiosk, while 37 would buy a hot drink to take away (24%). While 17 people chose to buy a snack to eat at the kiosk (11%), 12 chose to buy a snack to take away (8%). 16 people also said that they would come to a refreshment kiosk to socialise with friends or family (10%). 'Before or after an event' (8 people/ 5%), 'for a meal' (7 people/ 5%) and 'as an alternative location to work from' (2 people/ 1%) were the options chosen the least. Fresh fruit juice and smoothies were also selected widely. Breakfast pastries (15%), hot and cold snacks (18%), healthy options (13%) and cakes (11%) came out as the most popular food options. Hot and cold meals made up 9% of responses.
13. When asked what type of food options you would like to be sold from a refreshment kiosk 'Breakfast pastries' and 'hot snacks' came out on top with 17% of the votes, each chosen by 24 people. The second most popular options were 'sandwiches/ cold snacks' and 'cooked breakfasts', chosen by 14 people each (10%).

14. An online questionnaire was published and the link to this questionnaire was shared with stakeholders. A copy of the questionnaire is attached (Appendix 2). The questionnaire was available between 23 October – 20 November 2019, and 607 responses were received.
15. Headline findings following the user engagement and consultation exercise are:
  - There is strong support for a refreshment kiosk on the Hampstead Heath Extension,
  - A refreshment kiosk should be sympathetic to the ‘wild’ and ‘peaceful’ character of the Heath Extension,
  - A refreshment kiosk should cater to the needs of a range of Heath Extension user groups,
  - A refreshment kiosk should provide a simple, healthy high quality and affordable offer.
16. The engagement process revealed users’ aspirations for an environmentally friendly catering offer.
17. At the Hampstead Heath Consultative Committee meeting on 27 January 2020, a Member (Hampstead Garden Suburb Residents’ Association) was concerned that a refreshment kiosk would create an environmental impact and noted that they would only support a flagship environmentally friendly kiosk. It was suggested that furniture should be non-permanent, e.g. could be put away at night and the annex room be used to display information about the Heath.
18. Concerns regarding extra rubbish and commercialisation were raised during the feedback from the pop-up events and at the Hampstead Heath Consultative Committee meeting. There was no clear consensus on an alternative use for the building, the most popular alternative use offered through the process was a meeting space for community groups, suggested seven times.
19. Of the 67 comments received at the pop-up events, eight (7%) responded negatively, citing commercialisation, vermin and health risks as reasons for being against this proposal.
20. A report summarising the findings of the user engagement and consultation is attached (Appendix 2).
21. The Superintendent has recently met with the Café Working Group to discuss the outcome of the consultation. The group were supportive of the proposal and stressed the importance of sustainability outcomes in relation to waste and recycling, minimising plastics and the use of “keep cups” to reduce the environmental impact. The group also stressed the importance on minimising deliveries to the facility.

## **Proposals**

22. Taking account of the feedback from the engagement and consultation, and Members views, it is recommended that Members approve the proposal to

proceed with a tender for a refreshment facility and granting a lease under the City of London Corporation (Open Spaces) Act 2018, Section 6.

### **Corporate & Strategic Implications**

23. Hampstead Heath is a registered charity, for which the City of London Corporation is the Trustee. The purpose of the charity is the preservation of Hampstead Heath for the recreation and enjoyment of the public. As Trustees, Members must take decisions in the best interests of the charity. It is considered that provision of a refreshment facility at the Annex Room would enhance the enjoyment of Hampstead Heath for recreation and enjoyment of the public.
24. The provision of refreshment facilities would provide income that contributes to the maintenance of the Heath, and cafés/kiosks must be let on the best terms that can reasonably be obtained for the charity, in order to comply with the duties of the Trustee. However, the cafés/kiosks are also fundamentally part of the experience provided to users and Members may consider the wider social and environmental benefits that this kiosk will bring to the Heath Extension.
25. Section 6 of the City of London Corporation (Open Spaces) Act 2018 generally allows the letting of buildings for any period not exceeding 15 years. Members must have regard to the desirability of ensuring that the service or facility is provided to a satisfactory standard throughout the duration of the lease. Before granting a lease, the Members must consult such persons or bodies as it thinks appropriate. Part II of the Landlord and Tenant Act 1954 (which provides security of tenure for commercial tenancies) does not apply.
26. The letting of the vacant premises at Hampstead Heath contributes towards the achievement of the three aims set out in the City of London Corporation Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments, in particular the following Corporate Plan outcomes:
  - (4) Communities are cohesive and have the facilities they need.
  - (5) Businesses are trusted and socially and environmentally responsible.
  - (10) We inspire enterprise, excellence, creativity and collaboration.
  - (12) Our spaces are secure, resilient and well maintained.
27. It also meets the three objectives and outcomes of the Open Spaces Department Business Plan 2019-20: (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
28. The provision of a catering offer from the Hampstead Heath Extension Annex Room will contribute to the Hampstead Heath Management Strategy 2018 – 2028 outcomes; to protect and conserve the Heath; the Heath enriches lives; the Heath is inclusive and welcoming; together we care for the Heath.
29. A communications plan will be prepared to keep visitors informed throughout a tendering process.

## Implications

30. Previously, the tender of the Hampstead Heath Cafés, in particular the Parliament Hill Fields Café and the Refreshment House, Golders Hill Park generated extensive media interest. Officers will liaise with the City of London Corporation, Media Team and inform and update stakeholders throughout the tender process.
31. The appropriate consents will need to be sought in regard to Planning Permission.

## Legal

32. Section 6 of the City of London (Open Spaces) Act 2018 enables the City Corporation to let a building to a person with whom the Corporation has entered into arrangements to provide a service or facility (where the City Corporation could itself have used the building to provide the service or facility). (The City Corporation would have power to use buildings to provide refreshment)<sup>1</sup>

## Finance

33. This facility has not previously been commercially let; therefore this proposal provides the opportunity to generate additional income to support funding of the Hampstead Heath Charity.

## Conclusion

34. Following a user engagement and consultation process there is strong support for a refreshment kiosk on the Hampstead Heath Extension.
35. The engagement process revealed aspirations for an environmentally friendly offer. A refreshment kiosk should strike a balance, enhancing the enjoyment of the space without affecting the naturalness and tranquillity that makes it so special and unique.

## Appendices

- Appendix 1 – Map of the location of the Annex Room, Hampstead Heath Extension.
- Appendix 2 – Consultation Report.

## **Richard Gentry**

Constabulary and Queen's Park Manager, Hampstead Heath, Open Spaces Dept.

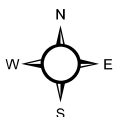
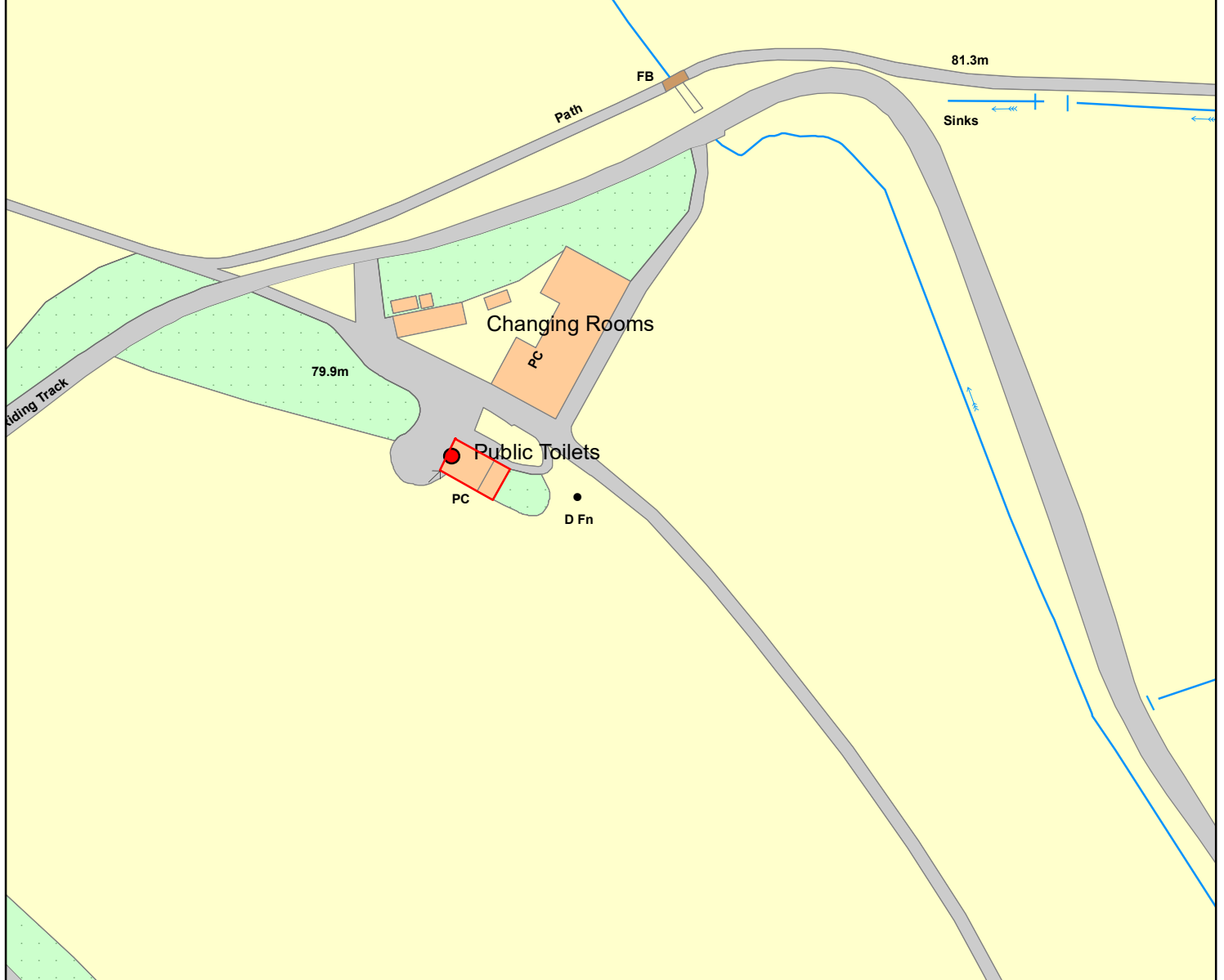
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<sup>1</sup> Section 7 Ministry of Housing and Local Government Provisional Order (Greater London Parks and Open Spaces) 1967

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## Heath Extension Annex Room

### Legend

● Annex Room, Heath Extension

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Richard Gentry

Date Created:  
25 Feb 2020



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# **HAMPSTEAD HEATH EXTENSION REFRESHMENT KIOSK CONSULTATION REPORT**

# Contents

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### 2.0 Methodology

### 3.0 Findings

3.1 On-site pop up engagement events

3.2 Online questionnaire

### 4.0 Headlines

4.1 There is strong support for a refreshment kiosk on the Hampstead Heath Extension.

4.2 A refreshment kiosk should be sympathetic to the “wild” and “peaceful” character of the Heath Extension.

4.3 A refreshment kiosk should cater to the needs of a range of Heath Extension user groups.

4.4 A refreshment kiosk should provide a simple, healthy, high-quality and affordable offer.

## Appendices

A.1 Online questionnaire

A.2 Online questionnaire results

A.3 On-site pop up engagement event consultation boards

A.4 On-site pop up engagement event results

## Executive Summary

The City of London Corporation appointed Groundwork London to carry out a public engagement and consultation process with Hampstead Heath Extension users about the use of an existing empty building located next to the public toilets on the Heath Extension. In order to ensure that the Hampstead Heath Extension continues to meet the needs of local users and residents, the City Corporation sought to gather information about how people use the Heath Extension, whether users would be in favour of turning the building into a refreshment kiosk and what users would be looking for in a refreshment kiosk, if introduced.

This report is based on the findings of two pop up engagement events on the Heath Extension, one on a weekday morning and one on a weekend afternoon, and an online questionnaire, the link to which was shared widely with key user groups and the wider community. Paper copies of the questionnaire with pre-paid return envelopes were available on request. The engagement and consultation process took place between October and December 2019.

In total, 717 people contributed their thoughts and aspirations for the use of the

space. The online questionnaire received 607 responses, with 284 people leaving comments. 110 people participated in the engagement events, at which 67 comments were also received.

The overall response to the engagement and consultation process was largely positive with 72% of questionnaire respondents stating that they would use a refreshment kiosk. 18% said that they would not use one, along with 8% of participants at on-site engagement events. There was no clear consensus on an alternative use for the building, the most popular alternative use offered through the process was a meeting space for community groups, suggested seven times.

Considering the strong support received for the proposal, the City Corporation should consider initiating a tender process, seeking a catering provider that can deliver a refreshment kiosk that:

- is sympathetic to the “wild” and “peaceful” character of the Heath Extension.
- caters to the needs of a range of Heath Extension user groups.
- provides a simple, healthy, high-quality and affordable offer.

It is clear that the Hampstead Heath Extension is cherished by its users for its unique character, with many describing it as a “*haven of nature*” and a “*rare oasis of undeveloped space*”. The main reason cited by participants who did not support the proposal of a refreshment kiosk was that it could be “*detrimental to the wild and natural character of the Heath Extension*”. Particular concerns raised included the potential creation of litter, noise, vehicular traffic and commercialisation by a kiosk. It is therefore important that a refreshment kiosk is sympathetic to the natural setting and character of the Heath Extension.

The process has also indicated that the Heath Extension is used regularly by a number of groups. Of the community consulted with, 54% of participants usually visit the space for a walk or run, 38% visit to walk the dog and 8% visit for a sports practice or event. A number of suggestions were made for how a kiosk could cater for the needs of these individual user groups, for example by providing dog facilities, building partnerships with sports clubs and providing deals for groups and staff that work to preserve the Heath.

A small number of food and drink options were favoured throughout the process:

freshly brewed tea and coffee, fresh fruit juices and smoothies, breakfast pastries, hot and cold snacks, healthy options and cakes. When asked to choose the most important aspect of a kiosk for them, 29% of questionnaire respondents chose 'quality of food and drink', while only 4% chose 'a wide range of food and drink options'. In a separate question, 93% of respondents either agreed or strongly agreed that 'affordability of food and drink' was important to them. Data suggests that the menu offered at a kiosk should be made up

of a small selection of good quality, healthy and affordable offerings.

Finally, the engagement process revealed Heath Extension users' aspirations for an environmentally-friendly catering offer where they could purchase refreshments both on the go and to enjoy at the kiosk. 92% of respondents stated that it was important to them that the kiosk was environmentally friendly and 44 people left comments requesting measures be put in place to ensure this. There was a high demand for an outdoor seating area in

summer, with 95% of respondents agreeing that this was important to them, and some demand for indoor seating as well.

Above all, a refreshment kiosk on the Hampstead Heath Extension should strike a fine balance, enhancing enjoyment of the space without affecting the naturalness and tranquillity that make it so special and unique for all who use it.

## 1 Introduction/ Background

The City of London Corporation (City Corporation) commissioned Groundwork London to carry out community engagement and consultation around the use of an existing building on the Hampstead Heath Extension. The currently empty building is located next to the public toilets. The City Corporation sought to gather information about how people use the Heath Extension, whether users would be in favour of turning the building into a refreshment kiosk and what users would be looking for in a refreshment kiosk, if introduced.

Groundwork London carried out a programme of engagement activities between October and December 2019 to capture the views of local stakeholders and Heath Extension users. The findings of this public engagement process are contained within this report.

### Objectives:

- To carry out community engagement with a wide range of Hampstead Heath Extension users in order to ascertain community support for the introduction of a refreshment kiosk.
- To effectively promote engagement activities to a large number and wide range of audiences.
- To produce a report presenting findings.

IMAGE

## 2 Methodology

The engagement process consisted of an online questionnaire survey and two on-site pop up engagement events.

### Online questionnaire

Groundwork London prepared an online questionnaire, which was hosted on the City Corporation website. The questionnaire was open to the public for four weeks from Wednesday 23 October – Wednesday 20 November 2019.

The questionnaire was promoted both on and offline by the City Corporation, Groundwork London and stakeholder organisations. Posters were displayed along popular walking routes on the Heath Extension and the link was shared with regular user groups including but not limited to sports teams, local schools, the Hampstead Heath Consultative Committee and dog owners. Paper copies with prepaid return envelopes were available on request. The questions used appear in Appendix 1 of this report.

The questionnaire consisted of 11 multiple-choice questions and 3 additional dialogue boxes offering respondents the opportunity to express specific opinions. The questionnaire received an excellent response rate of 607 completions. The results of individual questions appear in the 'Findings' section of this report and the detailed questionnaire data appears as Appendix 2.

### On-site pop-up engagement events

To complement the questionnaire, two pop-up engagement events were held in the autumn of 2019. The purpose of these events was to engage an even broader collection of Heath Extension users, spanning the breadth of the local community, and to capture more nuanced opinion.

The events were promoted by the City Corporation, Groundwork London and stakeholder organisations. Events took place on the following dates in the space next to the public toilets on the Hampstead Heath Extension:

- Wednesday 23 October: 9:00AM – 12:00PM
- Saturday 26 October 13:00 – 16:00PM (weekend sporting events)

At the pop up stalls, participants were presented with a number of mood board images inquiring about Heath users' reasons for visiting the Heath Extension, the main reasons for visiting a potential refreshment kiosk, and what they would be looking for in a refreshment kiosk, if introduced. The results of the mood board exercise appear in the 'Findings' section and the board designs used can be found in Appendix 3 of this report.

Participants were also offered the opportunity to leave further comments either directly related to the image boards or any other comments on post-it notes.

The pop-up engagement events engaged a total of 110 people and 67 individual comments were collected. All detailed data from the on-site engagement events, including all comments received, can be found in Appendix 4 of this report.

### 3 Findings

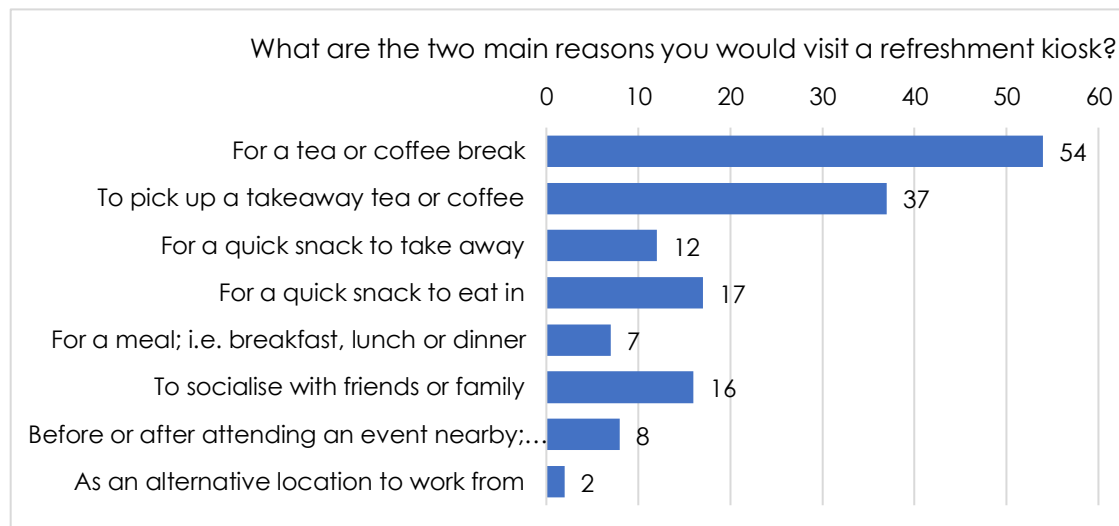
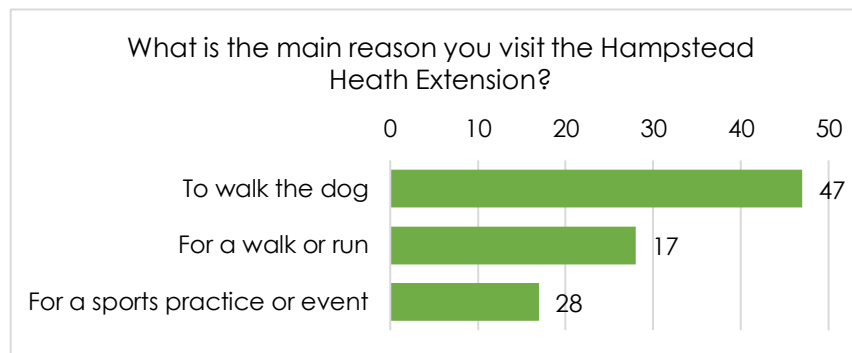
#### 3.1 On-site pop up engagement events

##### What is the main reason you visit the Hampstead Heath Extension?

Over 50% of participants answered that they visit the Heath Extension to walk their dog. Around a third answered that they come for a walk or a run (30%) and the remaining 18% of participants were visiting for a sports practice or event.

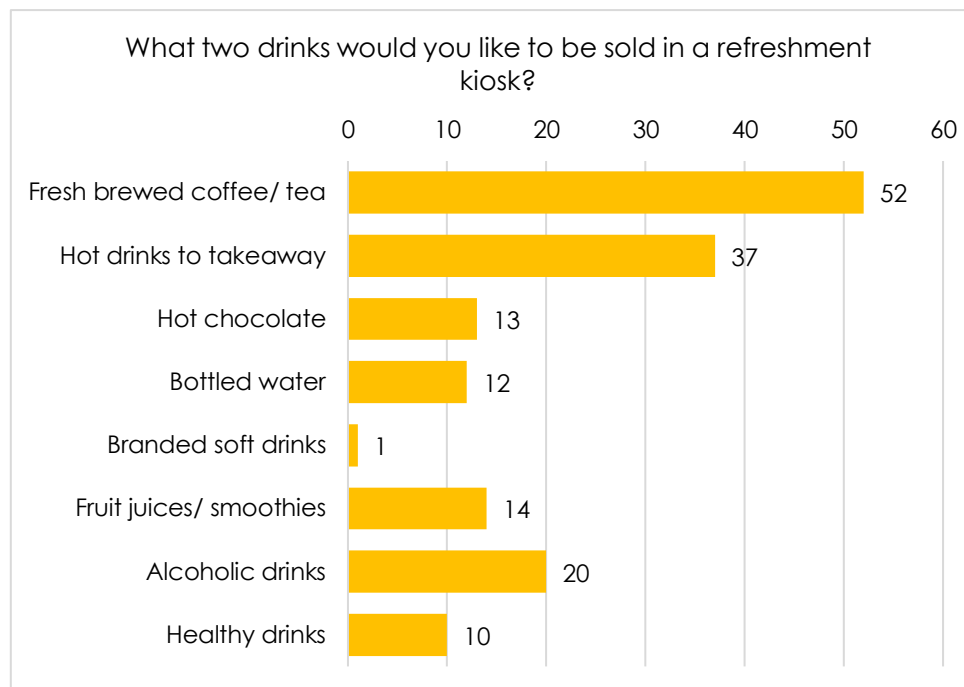
##### What are the two main reasons you would visit a refreshment kiosk?

Over half of participants (59%) chose to buy a tea or coffee as one of their main reasons for visiting a potential kiosk; 54 participants (35%) would buy a tea or coffee to drink at the kiosk while 37 would buy a hot drink to take away (24%). While 17 people chose to buy a snack to eat at the kiosk (11%), 12 chose to buy a snack to take away (8%). 16 people also said that they would come to a refreshment kiosk to socialise with friends or family (10%). 'Before or after an event' (8 people/ 5%), 'for a meal' (7 people/ 5%) and 'as an alternative location to work from' (2 people/ 1%) were the options chosen the least.



### What two drinks would you like to be sold in a refreshment kiosk?

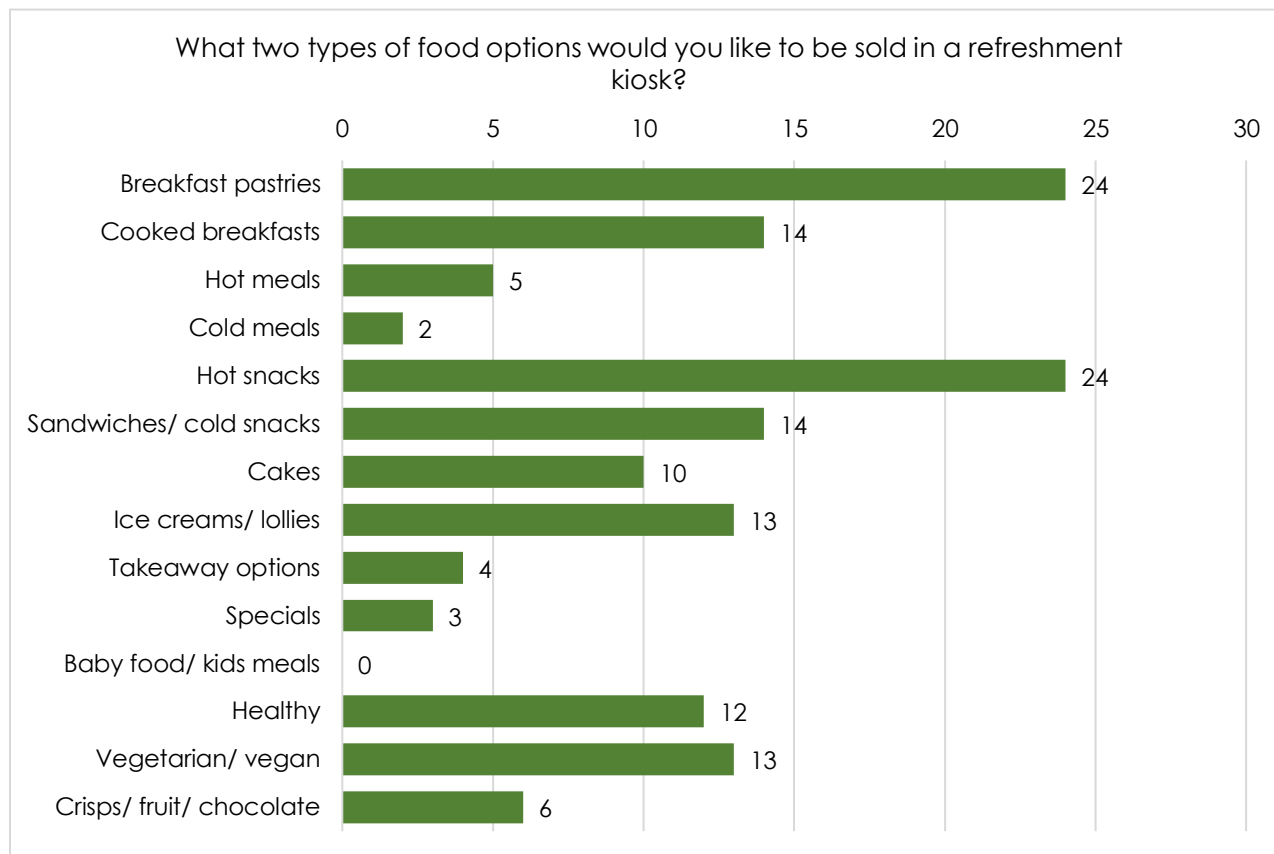
56% of participants answered that they would buy a tea or coffee at a refreshment kiosk. A tea or coffee to drink in was chosen more frequently by 52 people (33%) than to take away, which was chosen by 37 people (23%). 'Alcoholic drinks' (20 people/ 13%), 'fruit juices/ smoothies' (14 people/ 9%), 'hot chocolate' (13 people/ 8%) and 'bottled water' (12 people/ 8%) were also quite popular. Concerns were raised by 12 respondents, who left a comment about the potential impact of plastic bottles and takeaway cups on the environment and the amount of rubbish on the Heath. Four people specifically suggested incentives to encourage visitors to bring reusable cups.



### What two types of food options would you like to be sold in a refreshment kiosk?

Of the 14 food options offered, 8 came out clearly as the most popular. 'Breakfast pastries' and 'hot snacks' came out on top with 17% of the votes, each chosen by 24 people. The second most popular options were 'sandwiches/ cold snacks' and 'cooked breakfasts', chosen by 14 people each (10%). With 13 votes (9%) each were 'ice creams/ lollies' and 'vegetarian and vegan options'. 'Healthy options' received 12 votes (8%) and 'cakes' received 10 (7%). The four least commonly selected options were 1. 'Baby food/ kids meals' with 0 votes; 2. 'Cold meals' with 2 votes/ 1%; 3. 'Specials' with 3 votes/ 2%; 4. 'Takeaway options' and 'hot meals' with 4 votes/ 3%, respectively.

It is worth noting that 9 people who participated in the on-site engagement stalls expressed that they did not support the idea of introducing a catering offer on the Heath Extension and did not vote on the mood boards. 8 of these left comments citing commercialisation, rubbish, vermin and health risks as their reasons for being against the proposal.



### On-site engagement event: Any other comments:

A total of 67 comments were received. 23 were 'general' comments relating directly to the concept of a refreshment kiosk. 7 comments responded positively to the idea, while 8 responded negatively for the reasons mentioned above.

13 comments called for a dog-friendly café with facilities and snacks/ treats for dogs. 14 comments expressed concern about packaging that would be created by a refreshment kiosk and the negative impact this could have on the environment and waste levels on the Heath. A total of 17 further comments referred to the food and drink offer and further facilities or deals that could be offered at a refreshment kiosk for

|   |    |
|---|----|
| Rubbish/ environmental impact   | 14 |
| Dog-friendly  | 13 |
| Negative comments<br>(commercialisation, vermin,<br>rubbish and health risks) | 8  |
| Positive comments   | 7  |
| Deals for user groups   | 5  |
| Food and drink offer  | 2  |
| Other facilities  | 2  |
| Outdoor seating   | 1  |

user groups, including children and sports teams.

The table below summarises the key themes of comments received at on-site engagement events. All detailed data, including full comments received, appear as Appendix 4 of this report.

It should be noted that respondents were a self-selecting sample, through largely representative of Heath Extension users overall.

The on-site engagement events revealed a largely positive response from community members consulted with to the proposal of introducing a refreshment kiosk on the Hampstead Heath Extension



### 3.2 Online Questionnaire

#### What is usually your main reason for visiting the Hampstead Heath Extension?

55% of questionnaire respondents usually visit the Heath Extension to go for a walk or a run, 35% visit to walk the dog and 6% visit for a sports practice or event. Of the 4% of respondents that selected 'other', the most commonly mentioned reasons were to observe/ and protect wildlife (6 mentions) and to work, relax and socialise (2 mentions each).

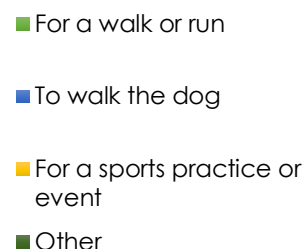
#### How often do you visit the Hampstead Heath Extension?

Everyone that completed the questionnaire had visited the Heath Extension before and the vast majority of questionnaire respondents were regular users of the Heath Extension, with 56% (336 people) visiting weekly at least. Of these, 35% (208 people) visit more than once a week whilst 21% (128 people) visit every day. A further 30% (179 people) visit more than once a month.

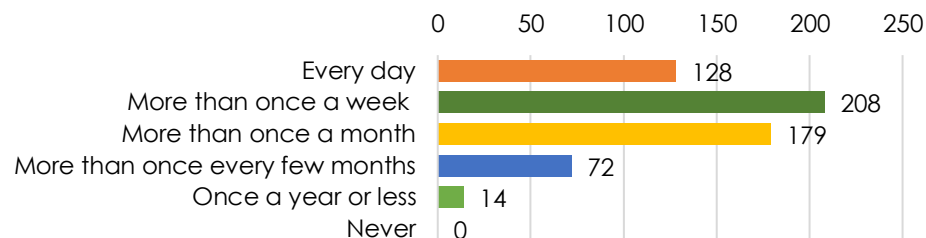
#### When do you usually visit the Hampstead Heath Extension?

When asked when they usually visit the Heath Extension, respondents were able to select as many options as applied to them. The most commonly selected options were 'at the weekends' (398 selections/ 24%) and 'year round' (306 selections/ 18%), however 'on weekdays' and 'during the day' were also selected frequently with 16% each. More respondents answered that they visit the Heath Extension 'during the day' (257 selections/ 16%) and 'in the morning' (191 selections/ 12%) than 'in the early evenings', which was chosen the least out of all of the options with 109 selections (7%). 'Year round' was selected 306 times (18%), proving to be more popular than 'in summer' with only (124 selections/ 7%).

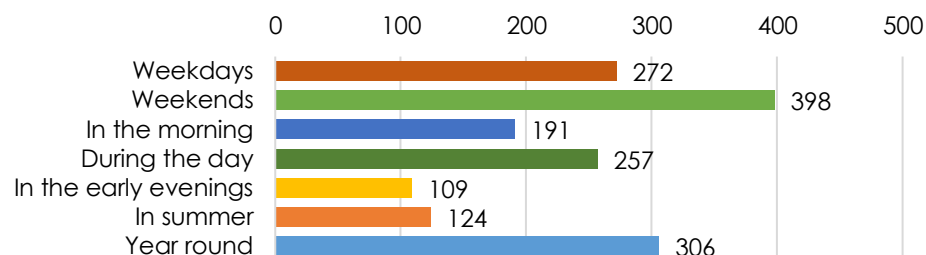
What is usually your main reason for visiting the Hampstead Heath Extension?



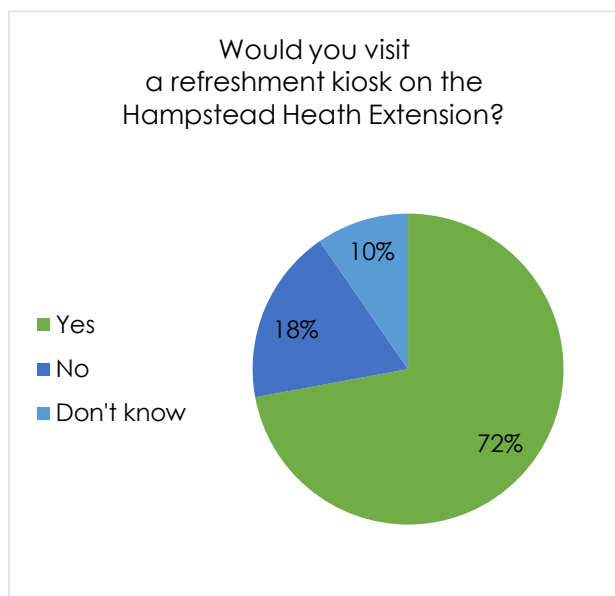
How often do you visit the Hampstead Heath Extension?



When do you usually visit the Hampstead Heath Extension?



### Would you visit a refreshment kiosk on the Hampstead Heath Extension?



72% of respondents answered that they would visit a refreshment kiosk on the Hampstead Heath Extension. 18% would not visit a kiosk and a further 10% answered that they didn't know.

Of the total 284 comments received, strong opinions were expressed both in support of (204 comments) and against (82 comments) the proposal.

Of the 204 comments in support of the building being turned into a refreshment kiosk, 50 people left positive comments, such as *"It would be great for this to happen. I was just thinking today as we passed by how useful it would be!"* and *"It's a great idea, please do it. We've been living in the area for 10 years and it's something we always hoped would happen!"* Some people even asked why there hadn't been a catering offer introduced on the Heath Extension sooner.

30 people commented that they would like a refreshment kiosk to be dog friendly. Some suggested dog facilities that a kiosk could provide, such as dog biscuits and water bowls, and most stressed that it would be important for them to be able to bring their dogs inside, particularly in the cooler months.

16 people wrote that they were in favour of introducing a refreshment kiosk so long as it was to be run in an environmentally friendly manner. They felt strongly that the kiosk should not support the use of single-use plastic and some felt it should offer no disposable packaging, including coffee cups, at all.

14 people commented that they would be in support of a community-centred kiosk, stressing the need for any catering offer introduced to be run independently and respond to local needs (*"This is a great idea so long as it is run independently. I would absolutely not want this to be a chain like Benugo, Pret or Costa."*). 10 people suggested a kiosk build partnerships with local sports teams and offer deals for groups that use the Heath Extension, while 4 people wanted a kiosk to offer training opportunities for local people.

Of the 82 comments against turning the building into a refreshment kiosk, a pressing concern was that a café or similar could negatively impact the "natural" and "wild" character of the Heath Extension. 24 respondents commented that introducing a refreshment kiosk could be detrimental to the peace and tranquility of the area, with one writing: *"What I love about the Heath Extension is that it is a quiet, peaceful place,*

a sort of hidden treasure. I feel that a café would change the

atmosphere and attract more people." 2 people went as far as to question whether a catering offer here would "be in breach of the Hampstead Heath Act, which states that the Hampstead Heath should be left in its wild and natural state."

13 people cited a potential increase in litter on the Heath Extension as their reason for not wanting a refreshment kiosk to be introduced and a further 13 people expressed that they felt there were already enough cafes in the nearby area.

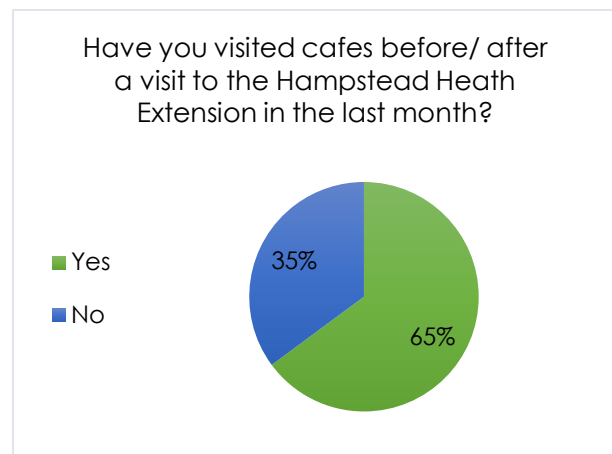
9 people wrote simply that they like the Heath Extension as it is and wouldn't want anything to be changed. Other reasons cited for being against the proposal were that it would create extra noise (7 people), vehicular traffic (7), commercialisation (6) and that it would attract more commercial dog walkers to this green space (5).

Alternative uses for the space suggested include: a meeting space for local groups (7 people), an information or activity centre (5), an outdoor gym (4) and a playground (2).

| Do you have any other comments or suggestions you would like to share with us about the proposal of a refreshment kiosk on the Hampstead Heath Extension? |    |
|---|----|
| Positive responses to refreshment kiosk proposal  | 50 |
| Dog friendly  | 30 |
| Rubbish/ environmental impact   | 16 |
| Community hub/ independent  | 14 |
| Good quality, simple, healthy food  | 11 |
| Deals for local groups  | 10 |
| Design fitting to its natural surroundings  | 8  |
| Outdoor seating   | 7  |
| Training opportunities for local people   | 4  |
| Opening hours   | 3  |
| Affordable  | 3  |
| Children's meals/ facilities  | 3  |
| Dietary requirements  | 3  |

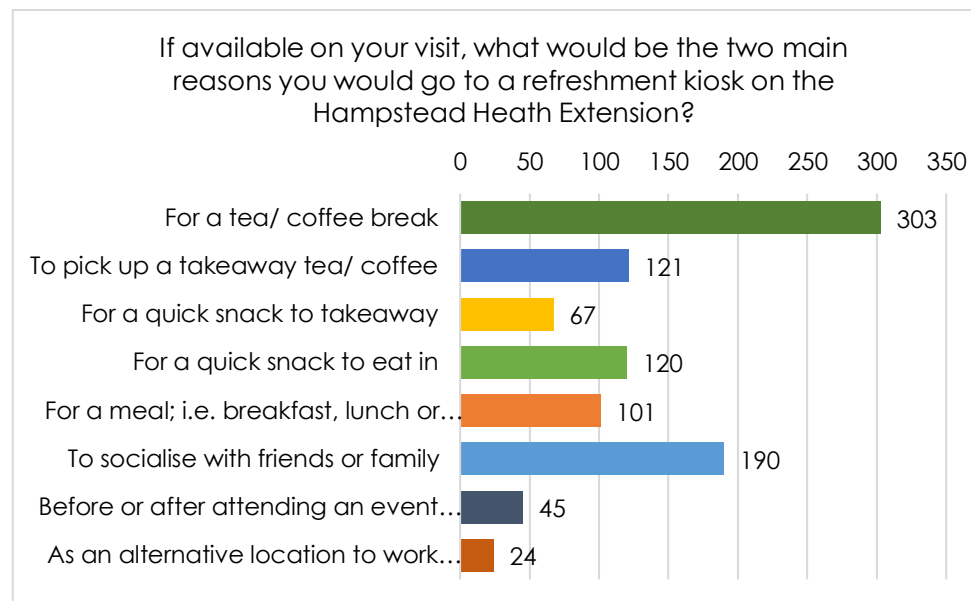
| If you would not like to see the space on the turned into a refreshment kiosk, do you have any other comments |    |
|---|----|
| Would disturb the peace/ tranquillity/ countryside feel   | 24 |
| Rubbish/ environmental impact   | 13 |
| Already enough cafes nearby   | 13 |
| Like it how it is   | 9  |
| Meeting space for local groups  | 7  |
| Noise   | 7  |
| Vehicular traffic   | 7  |
| Commercialisation   | 6  |
| Information/ activity centre  | 5  |
| Would attract more commercial dog walkers   | 5  |
| Wildlife/ biodiversity  | 5  |
| Health/ obesity   | 4  |
| Trim trail/ outdoor gym   | 4  |
| Children's play area  | 2  |
| Space for yoga/ relaxation  | 1  |

### Have you visited cafes before or after a visit to the Hampstead Heath Extension in the last month?



65% of respondents reported that they had visited cafes before or after a visit to the Heath Extension in the last month. When asked why they chose these cafes many reasons were cited, the most common of which was that the café was located conveniently in relation to the Heath Extension with 93 mentions. 62 people cited 'for a coffee', 32 cited 'for food' and 31 people cited 'for a refreshment before or after a walk'. Also frequently mentioned were 'for a break during a walk' (23 mentions), as it was 'dog friendly' (19 mentions), 'to socialise' (17 mentions) and 'as there was no café on the Heath Extension' (14 mentions).

### If available on your visit, what would be the two main reasons you would go to a refreshment kiosk on the Hampstead Heath Extension?



A potential refreshment kiosk on the Heath Extension would be most frequently visited for a tea or coffee break (chosen 303 times/ 31%). The second most popular option was 'to socialise with friends and family', chosen 190 times (20%). 'A tea/ coffee break' and 'for a quick snack to eat in (120/ 12%) were both selected more frequently than their takeaway alternatives (takeaway tea/coffee – 121/ 12%; takeaway snack – 67/ 7%).

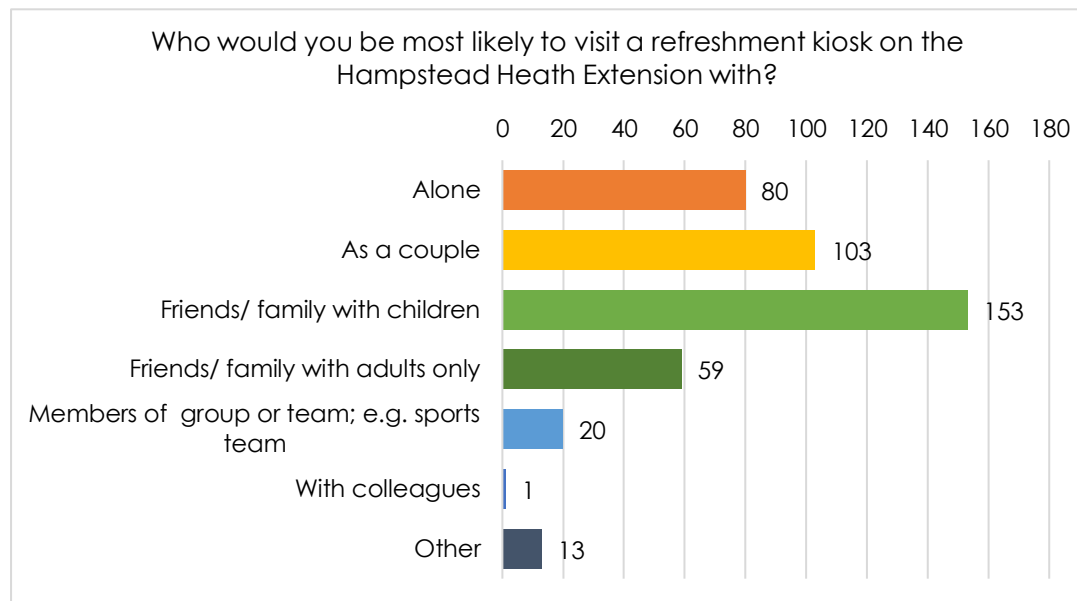
'For a meal' was the fifth most frequently selected option, chosen 101 times (10%). The three least commonly selected options were 1. 'as an alternative location to work from' (24/ 2%); 2. 'before or after attending an event nearby' (45/ 5%); 3. 'For a quick snack to takeaway' (67/ 7%).

**Who would you be most likely to visit a refreshment kiosk on the Hampstead Heath Extension with?**

36% of respondents answered that they would visit with friends or family, including children.

The next most popular responses were 'as a couple' with 24% (103 selections), 'alone' with 19% (80 selections) and 'with adults-only friends or family' with 14% (59 selections).

Only 1 person selected that they would visit a kiosk with a colleague. Almost all of the respondents that selected 'other' reported that they would visit with their dog.



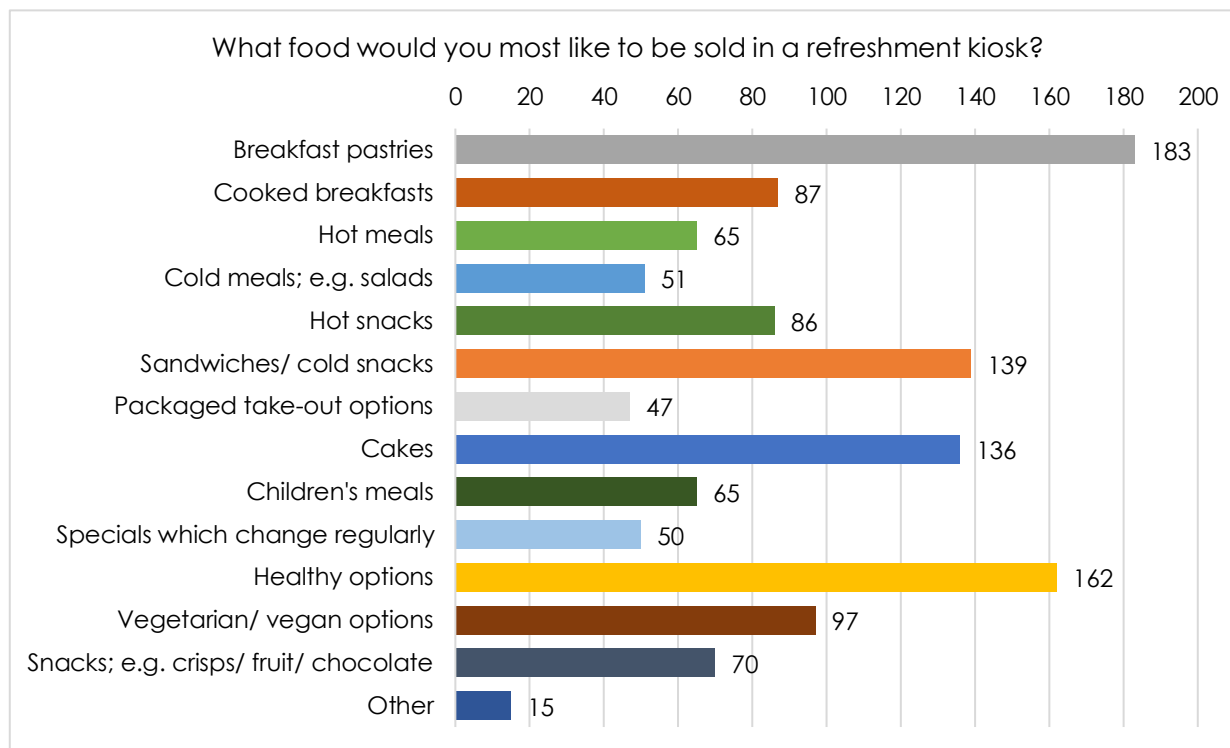
### What food would you most like to be sold in a refreshment kiosk?

Respondents were asked to select the two most important food items to be sold in a potential refreshment kiosk. Most frequently selected was 'breakfast pastries', selected 183 times (15% of total responses). Considering that the Heath Extension is usually at its busiest in the mornings, when it is very popular with walkers and dog walkers, it is unsurprising that this was the top choice.

The three next most popular options were: 'healthy options', selected 162 times (13%), 'sandwiches and cold snacks', selected 139 times (11%) and 'cakes', selected 136 times (11%).

The three food options that were selected least frequently, each only receiving around 50 selections (4% of the total responses) were: 1. 'Packaged take-out options'; 2. 'specials that change regularly'; 3. 'cold meals; e.g. salads'.

Those respondents that selected 'other' largely requested more breakfast and brunch options, gluten-free options and ice cream.



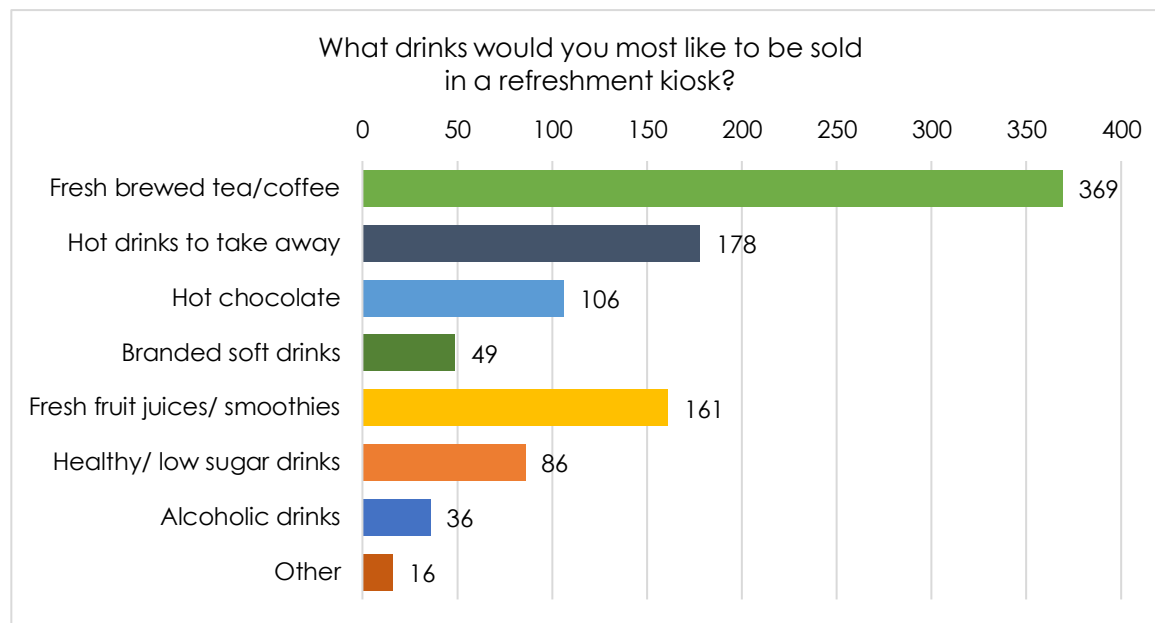
### What drinks would you most like to be sold in a refreshment kiosk?

Respondents were asked to select the two most important drinks to be sold. Overwhelmingly, respondents reported that 'fresh brewed tea and coffee' were most important to them, with this receiving 37% of responses, selected 369 times.

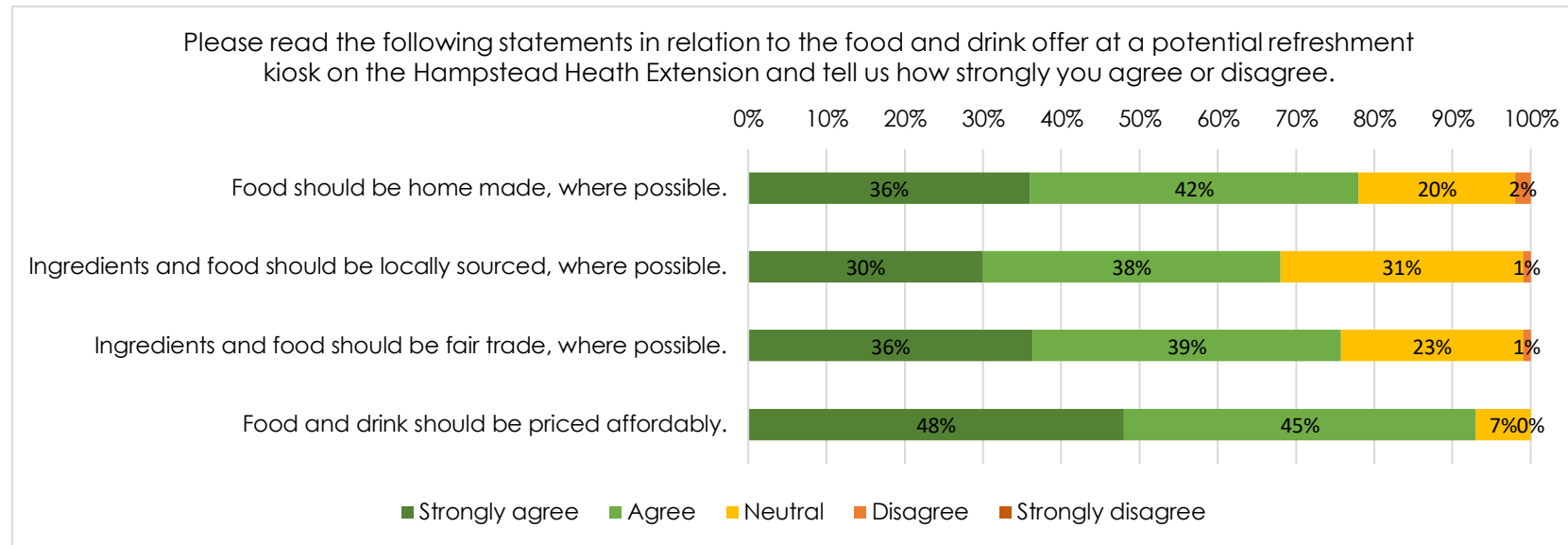
178 people favoured 'hot drinks to take away' (18% of responses) and 161 people selected 'fresh fruit juices and smoothies' (16% of responses).

The two least popular drink options were: 1. 'alcoholic drinks', selected 36 times (4%) and 2. 'branded soft drinks', selected 49 times (5%).

A water refill station and recyclable cups were requested in comments left in the 'other section'.



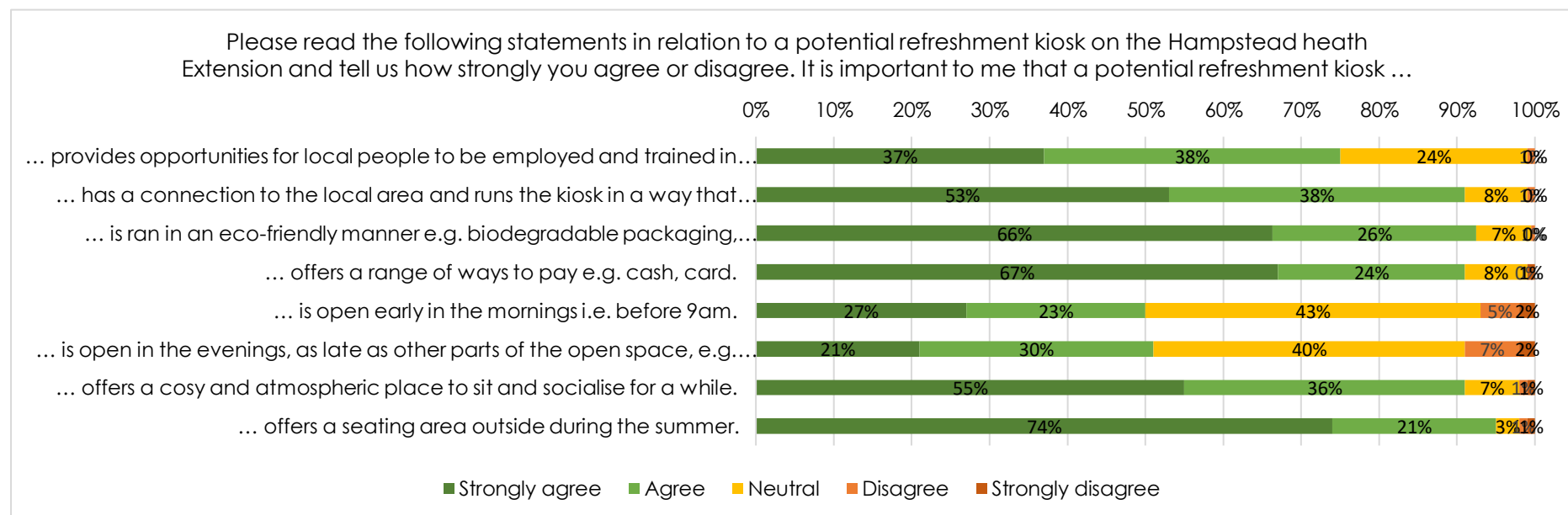
## Service of food and drink at a potential refreshment kiosk:



93% of respondents felt that food and drink served at a potential refreshment kiosk should be priced affordably. As almost 50% of respondents agreed strongly with this statement, it would be worth exploring the affordability of food and drink on offer further. 78% of respondents felt that food should be home made, where possible.

Similarly, 75% of respondents would like food and drink to be fair trade, where possible, and 68% would like food to be sourced locally. At 31%, more people responded neutrally to this statement than the other three.

### Management of a potential refreshment kiosk:



Out of all of the statements relating to how a potential refreshment kiosk on the Heath Extension should be managed, respondents reacted most positively to an outdoor seating area being offered in summer, with a total of 95% of people finding this important and almost three quarters of respondents strongly agreeing (74%).

92% of respondents also found it important that any catering offer on the Heath Extension be run in an environmentally friendly manner. 66% of

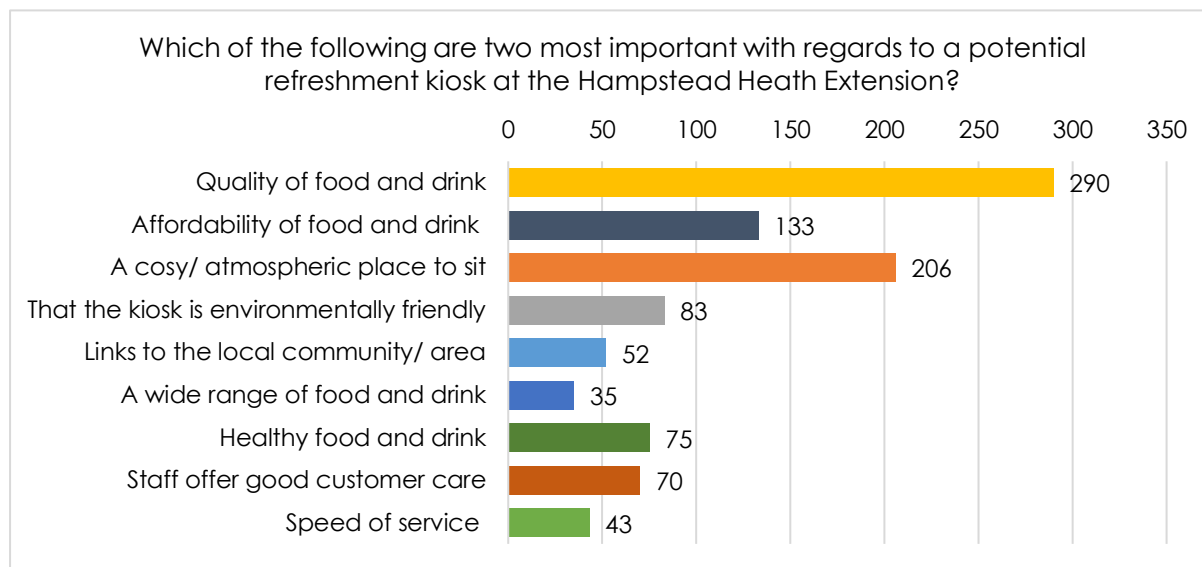
respondents agreed strongly with this statement.

The three statements that received the next most positive response, each receiving a total of 91% of respondents for whom they were important, were that the kiosk has a connection to the local area, offers a cosy and atmospheric place to sit and offers a range of ways to pay.

The two statements to which respondents reacted the most neutrally related to the opening hours of a kiosk. While 50% of

respondents showed an interest in a kiosk opening early in the mornings, 43% answered neutrally. Similarly, while 51% of respondents showed an interest in a kiosk staying open into the early evening, 40% reacted neutrally. It is worth noting that more people felt strongly about the kiosk opening in the mornings (27%) than in the early evenings (21%). More people also responded negatively to a kiosk staying open in the early evenings (7%) than opening early in the mornings (5%).

### The most important aspect of a refreshment kiosk:



Respondents were asked to select their two most important aspects of a refreshment kiosk out of a total of nine options.

'Quality of food and drink' came out on top with almost a third of respondents (290 people/ 29%) selecting this as the most important. This was followed by 21% of respondents (206 people) selecting 'a cosy and atmospheric place to sit'. Third most important was the 'affordability of food

and drink', selected 133 times, with 13% of responses.

The three aspects selected by the least number of respondents were: 1. 'a wide range of food and drink', selected 35 times (4%); 2. 'speed of service', selected 43 times (4%) and 3. 'links to the local community/ area', selected 52 times (5%).

## 4 Headlines

### 4.1 There is strong support for a refreshment kiosk on the Hampstead Heath Extension.

The overall response to the engagement and consultation process was largely positive with 72% of questionnaire respondents stating that they would use a refreshment kiosk. The consultation process revealed Heath Extension users' aspirations for an environmentally-friendly catering offer where they could purchase refreshments on the go, as well as to enjoy at the kiosk.

That a refreshment kiosk on the Heath Extension should be environmentally-friendly came out strongly throughout the consultation process with 66% of respondents strongly agreeing and a further 26% agreeing that this was important (92% in total). 29 people left environment-related comments to the questionnaire, as well as 15 people at engagement events. As one person wrote *"it would be fantastic if a Hampstead Heath Extension café could lead the way by being plastic free."* Environmentally-friendly measures such as recycling, avoiding single-use plastic and a water station to refill bottles would be welcomed by Heath Extension users.

95% of people felt that an outdoor seating area is important. 21% of respondents (206 people) selected 'a cosy and atmospheric place to sit' as the most important aspect of a kiosk, ranking second only to 'quality of food and drink'. For respondents' main reason for visiting a kiosk, drinking a tea or coffee (31%) or eating a snack at the kiosk (12%) were both selected more frequently than their takeaway alternatives (takeaway tea or coffee: 12%/ takeaway snack: 7%). This supports that there is a demand for outdoor seating in summer, as well as some form of indoor facility.

There was no clear consensus on an alternative use for the building, the most popular alternative use offered throughout the process was a meeting space for community groups, suggested seven times.

### 4.2 A refreshment kiosk should be sympathetic to the "wild" and "peaceful" character of the Heath Extension.

It is clear that the Hampstead Heath Extension is cherished by its users for its unique character, with many describing it as a *"haven of nature"* and a *"rare oasis of undeveloped space"*. It is therefore

unsurprising that some people feel strongly about potential changes to the space.

The main reason cited by participants who did not support the proposal of a refreshment kiosk was that it could be *"detrimental to the wild and natural character of the Heath Extension"*. Users flagged their concerns in questionnaire comments surrounding the litter (29 people), noise (7 people), vehicular traffic (7 people) and commercialisation (6 people) that a kiosk could bring with it.

It is therefore important that a refreshment kiosk on the Heath Extension is sympathetic to its natural setting. As one respondent wrote, *"it should be small and not ruin the natural beauty"*. Respondents suggested ways to address these concerns, including making the management of litter produced by a kiosk part of the contract and introducing incentives to encourage visitors to use refillable cups rather than disposable ones.

### 4.3 A refreshment kiosk should cater to the needs of a range of Heath Extension user groups.

Data from both the questionnaire and engagement stalls shows that the Heath Extension is used regularly by a number of

user groups, with a total of 54% visiting for a walk or run, 38% visiting to walk the dog and 8% visiting for a sports practice or event. In order for a refreshment kiosk to become a resource valued by all who currently use and enjoy the Heath Extension, a kiosk should be sensitive to the needs of these individual user groups.

Comments were received both at engagement events (13 comments) and to the questionnaire (30 comments) calling for a refreshment kiosk to be dog friendly. This included providing facilities for dogs, such as water bowls, dog biscuits and facilities to hose down after a walk. Many people also expressed that it was important for them to be able to bring their dogs in for a coffee or refreshment break with them. As one participant wrote *"It would be important to have an area where you can sit inside with your dog, particularly in cooler months"*.

Other users commented that they would like a separate seating area for those visitors who come without dogs so as not to impede their enjoyment of the kiosk.

Multiple participants expressed throughout the engagement process how a kiosk would be welcomed by sports teams and supporters, who currently have no means of refreshment before or after matches, for example *"it would be hugely beneficial to all those who play sports at the Heath on*

*weekends, as well as those who come to watch others play."* Partnerships with local teams were suggested in comments as a way to provide refreshment after sports events and as a guaranteed means of custom for the kiosk on weekends.

It was also suggested that the kiosk could provide deals and discounts for those that support the preservation of the Heath Extension, such as staff and volunteers and that it could give back to the community by providing training opportunities for local people.

#### **4.4 A refreshment kiosk should provide a simple, healthy, high-quality and affordable offer.**

Throughout the engagement process, a small number of food and drink options were favoured repeatedly. Freshly brewed tea and coffee, both to drink at the kiosk and to takeaway, was ranked consistently as the most frequently selected option, making up 55% of total drink selections. Fresh fruit juice and smoothies were also selected widely. Breakfast pastries (15%), hot and cold snacks (18%), healthy options (13%) and cakes (11%) came out as the most popular food options. Hot and cold meals made up 9% of responses, however whether the building in question is large

enough to house a kitchen that can prepare substantial meals requires further consideration.

'Quality of food and drink' was favoured by questionnaire respondents as the most important aspect of a refreshment kiosk with 29% choosing this option, while 'a wide range of food and drink options' was chosen the least, by only 4% of respondents. The third most important aspect for respondents was 'affordability' and 93% of respondents agreed that this was important to them.

The data suggests that the menu at a kiosk should be made up of good quality, healthy, affordable offerings and that this should be prioritised over a wide range of options.

## A Appendices

## A.1 Online Questionnaire

### Hampstead Heath Extension Engagement and Consultation

#### Questionnaire

The City of London have appointed Groundwork London to carry out user engagement and consultation with Hampstead Heath Extension users on the use of an existing building located at the end of the male and female public toilets on the Heath Extension. To ensure that the use of this space meets the needs of Heath users and residents, we would like to gather as much information as possible about how people use the Heath Extension, how we might introduce a catering offer there and what people would be looking for in a catering offer on the Heath Extension if introduced.

We've devised a questionnaire to gather this information. The questionnaire will be available for a period of 4 weeks, closing on Wednesday 20/11/2019.

We really value your input, please take the time to complete this survey and don't forget to tell your friends and family! It should take around 10 minutes of your time.

Thank you for your participation.

#### Would you like to have a chat with us?

We'll be on the Heath Extension by the public toilets on **Saturday 26/10/19 from 1 – 4pm** to collect ideas from people walking through. Feel free to come and say hello!

#### 1. How often do you visit the Hampstead Heath Extension?

- ☐ Every day
- ☐ More than once a week
- ☐ More than once a month
- ☐ More than once every few months
- ☐ Once a year or less
- ☐ Never

#### 2. When do you usually visit the Hampstead Heath Extension? Please select all that apply.

- ☐ Weekdays
- ☐ Weekends
- ☐ In the mornings
- ☐ During the day
- ☐ In the early evenings
- ☐ In summer
- ☐ Year round

#### 3. What is usually the main reason for your visit to the Hampstead Heath Extension?

- ☐ For a walk/ run

- ☐ To walk the dog
- ☐ For a sports practice or event
- ☐ Other (please specify)

#### 4. Would you visit a refreshment kiosk on the Hampstead Heath Extension (in the space located at the end of the male and female public toilets) if one were available on your visit?

- ☐ Yes
- ☐ No
- ☐ Don't know
- ☐

If you answered 'yes' or 'don't know' to question 4, please complete questions 5 – 14.

If you answered 'no' to question 4, please skip to question 15.

#### 5. Have you visited cafes before/ after a visit to the Hampstead Heath Extension in the last month?

- ☐ Yes
- ☐ No

#### 6. If yes, what was your reason for choosing those cafes?

#### 7. If available on your visit, what would be the **two main** reasons you would go to a refreshment kiosk on the Hampstead Heath Extension? Please select **two** only.

- ☐ For a coffee/ tea break
- ☐ To pick up a takeaway tea/ coffee
- ☐ For a quick snack to take away
- ☐ For a quick snack to eat in
- ☐ For a meal i.e. breakfast, lunch or dinner
- ☐ To socialise with friends or family
- ☐ Before or after attending an event nearby, e.g. sporting activity
- ☐ As an alternative location to work from

#### 8. Who would you be **most likely** to visit a refreshment kiosk on the Hampstead Heath Extension with? Please select **one** only.

- ☐ Alone
- ☐ As a couple

- ☐ Friends/ family with children
- ☐ Friends/ family adults only
- ☐ Members of groups/ teams eg. Sports teams
- ☐ With colleagues
- ☐ Other (please specify below)

9. What drinks would you like to be sold in a refreshment kiosk? Please select the **two** most important.

- ☐ Fresh brewed coffee/ tea
- ☐ Hot drinks to take away
- ☐ Hot chocolate
- ☐ Branded soft drinks
- ☐ Fresh fruit juices/ smoothies
- ☐ Healthy/ low sugar drinks
- ☐ Alcoholic drinks
- ☐ Other (please specify)

10. What food would you like to be sold in a refreshment kiosk? Please select the **two** most important.

- ☐ Breakfast pastries
- ☐ Cooked breakfasts
- ☐ Hot meals
- ☐ Cold meals e.g. salads
- ☐ Hot snacks
- ☐ Sandwiches and cold snacks
- ☐ Packaged, take-out options e.g. sandwiches
- ☐ Cakes
- ☐ Children's meals
- ☐ Specials which change regularly
- ☐ Healthy options
- ☐ Vegetarian/ vegan options
- ☐ Snacks e.g. Crisps, fruit, chocolate
- ☐ Other (please specify)

11. Please read the following statements in relation to a potential refreshment kiosk on the Hampstead Heath Extension and tell us how strongly you agree or disagree.

It is important to me that a potential refreshment kiosk...

|  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | N/A or Don't Know |
|--|----------------|-------|---------|----------|-------------------|-------------------|
| ... provides opportunities for local people to be employed and trained in the kiosk.                       |                |       |         |          |                   |                   |
| ... has a connection to the local area and runs the kiosk in a way that responds to specific, local needs. |                |       |         |          |                   |                   |
| ... is ran in an eco-friendly manner e.g. biodegradable packaging, recycling.                              |                |       |         |          |                   |                   |
| ... offers a range of ways to pay e.g. cash, card.   |                |       |         |          |                   |                   |
| ... is open early in the mornings i.e. before 9am.   |                |       |         |          |                   |                   |
| ... is open in the evenings, as late as other parts of the open space, e.g. dusk.                          |                |       |         |          |                   |                   |
| ... offers a cosy and atmospheric place to sit and socialise for a while.                                  |                |       |         |          |                   |                   |
| ... offers a seating area outside during the summer.   |                |       |         |          |                   |                   |

12. Please read the following statements in relation to the food and drink offer at a potential refreshment kiosk and tell us how strongly you agree or disagree.

|   | Strongly agree | Agree | Neutral | Disagree | Strongly disagree | N/A or Don't Know |
|---|----------------|-------|---------|----------|-------------------|-------------------|
| Food should be home made, where possible.                       |                |       |         |          |                   |                   |
| Ingredients and food should be locally sourced, where possible. |                |       |         |          |                   |                   |
| Ingredients and food should be fair trade, where possible.      |                |       |         |          |                   |                   |
| Food and drink should be priced affordably.                     |                |       |         |          |                   |                   |

13. Which of the following are most important with regards to a potential refreshment kiosk at the Hampstead Heath Extension? Please select **two** only.

- ☐ Quality of food and drink
- ☐ Affordability of food and drink
- ☐ A cosy/ atmospheric place to sit
- ☐ That a kiosk is environmentally friendly
- ☐ Links to the local community/ local area
- ☐ A wide range of food and drink
- ☐ Healthy food and drink
- ☐ Staff offer good customer care
- ☐ Speed of service

14. Do you have any other comments or suggestions you would like to share with us about the proposal of a refreshment kiosk on the Hampstead Heath Extension?

If you answered 'yes' or 'don't know' to question 4, please finish the survey here.

If you answered 'no' to question 4, please answer question 15.

15. If you would not like to see the space on the Hampstead Heath Extension turned into a refreshment kiosk, do you have any other comments or suggestions for an alternative use?

Thank you for taking the time to complete this questionnaire.

If you have any questions about this survey, please contact  
[hampstead.heath@cityoflondon.gov.uk](mailto:hampstead.heath@cityoflondon.gov.uk)

Paper copies of this survey are available on request. Please email  
[asha.tomlin-kent@groundwork.org.uk](mailto:asha.tomlin-kent@groundwork.org.uk).

If you would like to find out more about Hampstead Heath, e.g. be kept up to date with upcoming events please leave your email address below.

Follow Hampstead Heath on Facebook @~~HampsteadHeathCityofLondon~~ and Twitter  
~~@CityCorpHeath~~

## A.2 Online Questionnaire Results

| What is usually your main reason for visiting the Hampstead Heath Extension? |     |
|--|-----|
| For a walk or run  | 333 |
| To walk the dog  | 208 |
| For a sports practice or event   | 37  |
| Other  | 23  |

| How often do you visit the Hampstead Heath Extension? |     |
|---|-----|
| Every day   | 128 |
| More than once a week                                 | 208 |
| More than once a month                                | 179 |
| More than once every few months                       | 72  |
| Once a year or less                                   | 14  |
| Never   | 0   |

| When do you usually visit the Hampstead Heath Extension? |     |
|--|-----|
| Weekdays   | 272 |
| Weekends   | 398 |
| In the morning   | 191 |
| During the day   | 257 |
| In the early evenings                                    | 109 |
| In summer  | 124 |
| Year round   | 306 |

| Would you visit a refreshment kiosk on the Hampstead Heath Extension? |        |     |
|---|--------|-----|
| Yes   | 72.09% | 434 |
| No  | 18.27% | 110 |
| Don't know  | 9.63%  | 58  |

| Have you visited cafes before/ after a visit to the Hampstead Heath Extension in the last month? |        |     |
|--|--------|-----|
| Yes  | 64.87% | 277 |
| No   | 35.13% | 150 |

| If yes, what was your reason for choosing those cafes? |    |
|--|----|
| Location was convenient                                | 93 |
| For a coffee   | 62 |
| For food   | 32 |
| For a refreshment before/ after a walk                 | 31 |
| To have a break during a walk                          | 23 |
| It was dog friendly                                    | 19 |
| To socialise   | 17 |
| As there was no café at the Heath Extension            | 14 |
| It was child friendly                                  | 12 |
| For ice cream  | 6  |
| For healthy food                                       | 4  |
| Outdoor seating  | 4  |
| Value for money  | 4  |
| Before/ after a sports event                           | 4  |

| If available on your visit, what would be the two main reasons you would go to a refreshment kiosk on the Hampstead Heath Extension? |     |
|--|-----|
| For a tea/ coffee break  | 303 |
| To pick up a takeaway tea/ coffee  | 121 |
| For a quick snack to takeaway  | 67  |
| For a quick snack to eat in  | 120 |
| For a meal; i.e. breakfast, lunch or dinner  | 101 |
| To socialise with friends or family  | 190 |
| Before or after attending an event nearby; e.g. sporting activity  | 45  |
| As an alternative location to work from  | 24  |

| Who would you be most likely to visit a refreshment kiosk on the Hampstead Heath Extension with? |     |
|--|-----|
| Alone  | 80  |
| As a couple  | 103 |
| Friends/ family with children  | 153 |
| Friends/ family with adults only   | 59  |
| Members of group or team; e.g. sports team   | 20  |
| With colleagues  | 1   |
| Other  | 13  |

| What drinks would you most like to be sold in a refreshment kiosk? |     |
|--|-----|
| Fresh brewed tea/coffee  | 369 |
| Hot drinks to take away  | 178 |
| Hot chocolate  | 106 |
| Branded soft drinks  | 49  |
| Fresh fruit juices/ smoothies                                      | 161 |
| Healthy/ low sugar drinks  | 86  |
| Alcoholic drinks   | 36  |
| Other  | 16  |

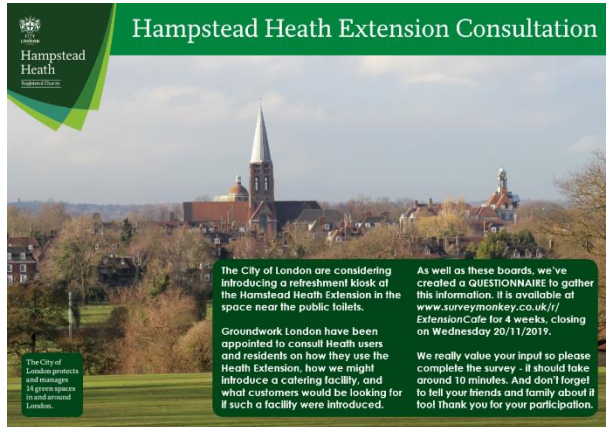
| What food would you most like to be sold in a refreshment kiosk? |     |
|--|-----|
| Breakfast pastries   | 183 |
| Cooked breakfasts  | 87  |
| Hot meals  | 65  |
| Cold meals, e.g. salads  | 51  |
| Hot snacks   | 86  |
| Sandwiches/ cold snacks  | 139 |
| Packaged take-out options  | 47  |
| Cakes  | 136 |
| Children's meals   | 65  |
| Specials which change regularly                                  | 50  |
| Healthy options  | 162 |
| Vegetarian/ vegan options  | 97  |
| Snacks, e.g. crisps/ fruit/ chocolate                            | 70  |
| Other  | 15  |

| Please read the following statements in relation to the food and drink offer at a potential refreshment kiosk on the Hampstead Heath Extension and tell us how strongly you agree or disagree. |                |       |         |          |                   |
|--|----------------|-------|---------|----------|-------------------|
|  | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| Food should be home made, where possible.  | 36%            | 42%   | 20%     | 2%       | 0%                |
| Ingredients and food should be locally sourced, where possible.  | 30%            | 38%   | 31%     | 1%       | 0%                |
| Ingredients and food should be fair trade, where possible.   | 36%            | 39%   | 23%     | 1%       | 0%                |
| Food and drink should be priced affordably.  | 48%            | 45%   | 7%      | 0%       | 0%                |

| Please read the following statements in relation to a potential refreshment kiosk on the Hampstead Heath Extension and tell us how strongly you agree or disagree. It is important to me that a potential refreshment kiosk ... |                |       |         |          |                   |
|---|----------------|-------|---------|----------|-------------------|
|   | Strongly agree | Agree | Neutral | Disagree | Strongly disagree |
| ... provides opportunities for local people to be employed and trained in the kiosk.  | 37%            | 38%   | 24%     | 1%       | 0%                |
| ... has a connection to the local area and runs the kiosk in a way that responds to specific, local needs.  | 53%            | 38%   | 8%      | 1%       | 0%                |
| ... is run in an eco-friendly manner e.g. biodegradable packaging, recycling.   | 66%            | 26%   | 7%      | 1%       | 0%                |
| ... offers a range of ways to pay e.g. cash, card.  | 67%            | 24%   | 8%      | 0%       | 1%                |
| ... is open early in the mornings i.e. before 9am.  | 27%            | 23%   | 43%     | 5%       | 2%                |
| ... is open in the evenings, as late as other parts of the open space, e.g. dusk.   | 21%            | 30%   | 40%     | 7%       | 2%                |
| ... offers a cosy and atmospheric place to sit and socialise for a while.   | 55%            | 36%   | 7%      | 1%       | 1%                |
| ... offers a seating area outside during the summer.  | 74%            | 21%   | 3%      | 1%       | 1%                |

## A.3 On-site Pop Up Engagement Event Consultation Boards

**Hampstead Heath Extension Consultation**



The City of London are considering introducing a refreshment kiosk at the Hampstead Heath Extension in the space near the public toilets.

Groundwork London have been appointed to consult Heath users and residents on how they use the Heath Extension, how we might introduce a catering facility, and what customers would be looking for if such a facility were introduced.

As well as these boards, we've created a QUESTIONNAIRE to gather this information. It is available at [www.surveymonkey.co.uk/l/ExtensionCafe](http://www.surveymonkey.co.uk/l/ExtensionCafe) for 4 weeks, closing on Wednesday 20/11/2019.

We really value your input so please complete the survey - it should take around 10 minutes. And don't forget to tell your friends and family about it too! Thank you for your participation.

The City of London protects and manages 26 green spaces in and around London.

**Hampstead Heath Extension Consultation**

What is the **main** reason you visit Hampstead Heath Extension?



To walk the dog



For a sports practice or event



For a walk / run

Groundwork London is a registered charity no. 1222128

**Hampstead Heath Extension Consultation**

What are the **two main** reasons you would visit a refreshment kiosk?



For a coffee / tea break



For a takeaway coffee / tea



For a quick snack to eat in



For a takeaway snack



For a meal (breakfast, lunch or dinner)



To socialise with friends or family



Before or after attending an event nearby



As an alternative location to work from

Groundwork London is a registered charity no. 1222128

**Hampstead Heath Extension Consultation**

What **two** drinks would you like to be sold in a refreshment kiosk?



Fresh brewed coffee / tea



Hot drinks to take away



Hot chocolate



Bottled water



Branded soft drinks



Fresh fruit juices / smoothies



Alcoholic drinks




Healthy (low/no sugar) drinks


Groundwork London is a registered charity no. 1222128

**Hampstead Heath Extension Consultation**


What **two** kinds of food would you like to be sold in a refreshment kiosk?




Breakfast pastries




Cooked breakfasts




Hot meals



Cold meals




Hot snacks



Sandwiches / cold snacks




Cakes




Ice creams and lollies




Take-away options



Specials which change regularly



Baby food / kids meals



Healthy options



Vegetarian / vegan




Crisps / fruit / chocolate

Groundwork London is a registered charity no. 1222128

**Hampstead Heath Extension Consultation**

Do you have **anything else** you want to tell us?



Groundwork London is a registered charity no. 1222128

## A.4 On-site Pop Up Engagement Event Results

This Appendix contains the detailed results of the mood board exercise conducted at two pop up engagement stalls on the Hampstead Heath Extension, engaging 101 people, as well as the 67 comments collected. In the 'general' column positive, negative and aspirational comments are indicated by colour:

|             |          |          |
|-------------|----------|----------|
| Aspirations | Negative | Positive |
|-------------|----------|----------|

| General   | Dog facilities   | Environmental impact/ rubbish   | Food and drink offer/ other facilities                |
|---|--|---|---|
| Great idea.   | Dog treats/ biscuits. A kiosk for dogs, like the Seattle Dog Food Truck. Drinks, and dog ice lollies | No bottled water. Rubbish could be a problem.                           | Keep it simple and affordable!                        |
| Agree, it's a great idea.   | Dog ice cream (Kenwood)  | Takeaway only with own refillable cups, and there should be a discount. | Hot breakfast and a drink should get change from £10. |
| Can't wait. I really hope it comes to fruition.   | Must be dog friendly   | Food to take away only with own food containers.                        | Would love outside seating.                           |
| Really great idea.  | Dog treats   | No disposable cups, should all be recyclable.                           | Let's have a Trim Trail!                              |
| I would not buy any food or drink on the Heath. There is an obesity problem nationally and I see no reason to add to this. Food outlets encourage vermin and heaven knows we have enough of these – | Dog snacks   | Concerned about rubbish left on the Heath.                              | Small play are for children                           |

|   |  |   |  |
|---|--|---|--|
| rats, squirrels, crows, magpies and gulls.  |  |   |  |
| Marvellous idea. Go for it!   | Poo bags   | People could pay extra for a single use cup? I.e. bring your own. No extra rubbish needed.                              | Picnic deal to take out                                  |
| I love Hampstead Heath, all the staff and all the dogs!   | Dog wash   | Nothing to encourage more rubbish.  | Pre-paid vouchers for Jewish Sabbath observants.         |
| No professional dog walkers.  | Dog facilities would be great – water, meals (i.e. ability to eat at the same place as owners) | No takeaway wrapping. No rubbish.   | Post-rugby pint!   |
| Any commercialisation will encourage more dog walkers = more mess.                                      | Another area for dog poo bags.   | Nothing to take away.   | Agree, would definitely go for a post-rugby pint.        |
| This would commercialise a lovely open space. We have a café at Golders Hill. Please don't open a café. | Need more bins for dog waste.  | Very simple food with no wrapping/ plates needed. Bring your own cups for tea and coffee – or pay for a recyclable cup. | Agree with post-rugby pint.                              |
| This space is perfect don't change a thing. If you want food go to Golders Hill Park.                   | Please may we have a dog enclosure area for safe play?   | Would generate more rubbish.  | Post-rugby social e.g. hot food/ pint.                   |
| More wardens.   | More poo bins please.  | Nothing to take away.   | Review children's playground to make it more attractive. |
| No drones.  | More poo bins.   | Caution – litter. No plastics.  | This place needs a forest school/ education centre.      |

|  |  |   |   |
|--|--|---|---|
|  |  |   |   |
| Only independent   |  | No plastics which will be dumped in the bushes. | I agree that a forest school/ education centre would be good. |
| No shop. No café as too much rubbish (and human poo) on Heath. Use for educational purposes. |  |   | Outside seating but sensitive to keeping the 'vibe' the same. |
| Do not need to change this green space!  |  |   | A proper playground to encourage physical activities.         |
| If it goes ahead then it should be run by a family business and <u>not</u> a chain!          |  |   | Education centre. Yoga for adults, teaching for children.     |
| Good idea.   |  |   |   |
| No commercial dog walkers please.  |  |   |   |
| An open space not to be changed. If you need snacks go 5 minutes to Golders Hill Park        |  |   |   |
| Keep it simple. Don't want it to become super busy. It's a haven due to lack of facilities.  |  |   |   |
| No – as it will encourage commercial dog walkers.  |  |   |   |
| The Heath is not a place for dog walkers at the exclusion of others.                         |  |   |   |



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|  |                                     |
|--|-------------------------------------|
| <b>Committee</b>   | <b>Dated:</b>                       |
| Hampstead Heath Consulative Committee  | 27 January 2020                     |
| Hampstead Heath, Highgate Wood & Queen's Park Committee                                    | 11 March 2020                       |
| <b>Subject:</b><br>Review of the 2019 Events Programme & Provisional 2020 Events Programme | <b>Public</b>                       |
| <b>Report of:</b><br>Director of Open Spaces   | <b>For Discussion/<br/>Decision</b> |
| <b>Report author:</b><br>Paul Maskell  |                                     |

## Summary

The following report details the success and learning from the 2019 Hampstead Heath Events Programme and sets out the proposed 2020 Events Programme. Event applications are considered in line with the City of London Corporation Open Spaces Departmental Events Policy (Part One) and the site-specific Events Policies (Part Two) for Hampstead Heath, Highgate Wood and Queen's Park.

This ensures that events are consistently managed across the Open Spaces Department and that individual events are considered against the potential impact they might have on the Open Space where they are planned to take place.

The proposed 2020 Events Programme allows Hampstead Heath, Highgate Wood and Queen's Park to showcase their excellent facilities and highlights the charitable contributions that the City of London Corporation makes to a regional, national and international audiences. At the same time, the events provide excellent entertainment, education, health and well-being opportunities for visitors, an opportunity to attract new visitors, and the chance to foster good partnership working with Local Councils and community organisations.

## Recommendation

It is recommended that:

- Members of the Hampstead Heath Consulative Committee provide feedback on the proposed 2020 Events Programme (Appendix 2).
- That the views of the Hampstead Heath Consulative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 11 March 2020.
- Members of the Hampstead Heath Consulative Committee agreed the proposed 2020 Events Programme (Appendix 2).

## **Main Report**

### **Background**

1. The Hampstead Heath Site Specific Events Policy (Part 2), which was approved in September 2018, sets out the framework for making decisions about events at Hampstead Heath, Highgate Wood and Queen's Park.
2. In order to facilitate this policy framework, the Leisure and Events Manager, the Operational Services Manager the Constabulary Queen's and Park Manager and the Highgate Wood, Conservation & Trees Manager form the Officer Event Group (OEG) which meets monthly to consider event applications.
3. The OEG considers the following criteria when assessing the suitability of events:
  - Aligns with the Heath Vision and strategic outcomes for Hampstead Heath (for events at Hampstead Heath).
  - Is appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts One and Two.
  - Is high quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event.
  - Is sustainable and based on a strong business case.
  - Offers quality and memorable experiences for visitors and participants that connect people with Hampstead Heath and local community.
  - Identifies and delivers added value for social inclusion.
  - Promotes the Heath Vision values of shared stewardship and collective responsibility (for events at Hampstead Heath).
4. The OEG has already referred several Major event applications for Committee approval following consultation with Members of the Consultative Committee and Consultative Groups.

### **Current Position**

5. The 2019 Hampstead Heath Events Programme consisted of over 115 sports, well-being and cultural events, culminating with the Christmas Day swim at the Men's Pond. A summary and highlights of the 2019 programme has been prepared, see appendix 1.

### **Highlights of the 2019 Events Programme**

6. This Girl Can (10-16 June) - This event came into existence following a recommendation from the Sports Advisory Forum to target sporting groups that are hard to reach. A number of free taster sessions were offered across a range of sporting activities. The number of participants were as follows:

- Tennis - 40
  - Rugby (school's session) - 45
  - Rugby - 30
  - Fencing - 25
  - British Military Fitness – 25
  - Track and Field – 25
  - Volleyball - 50
  - LWF - 50
  - Bowls and Croquet - 7
7. Race for Life (15 June) - Race for life has been coming to the Heath for over 20 years, however over the last 5 years participation numbers have continued to drop. At its peak the event attracted over 5,000 participants. In 2018 the event attracted only 1,200 participants. In 2019 the event organisers added a second event to the 5k challenge and included 10k walk run. This initiative had a positive effect in the number of participants, with 1,800 people taking part, the highest number for several years.
  8. Affordable Art Fair, Hampstead (9-12 May) - The 9th edition saw visitor numbers increase to over 15,000 with over £3.5m worth of art sold.
  9. Highgate Harriers' 'Night of the 10,000m PBs' (19 May) – The evening proved to be a remarkable success for this volunteer powered event, and yet another great success for Highgate Harriers. Once again, the event attracted top entries from 27 European countries, with 54 personal bests, several of which were Olympic and World Qualifying Times
  10. Queen's Park Book Festival (29-30 June) - A weekend celebration of the literary arts in the heart of London. Authors, Poets, Actors, Journalists and Artists gather at the end of June 2019 for a weekend of events in Queen's Park, London. The festival is a non-profit organisation with a commitment to engaging the local community and residents. It is run in association with the Queen's Park Area Residents Association (QPARA).
  11. The Bandstands (June-August) - The Bandstands at Parliament Hill and Golders Hill Park were the focal point for the Heath's 2019 Summer Music Programme, with 26 bands performing. All of the performances were funded by the City Corporation and are of no cost to those attending.
  12. Give It A Go! Festival (14 July) - Despite competition from the Wimbledon Men's Tennis Final, around 6,000 people gave it a go, attended or took part in one of over 40 sports and wellbeing activities provided.
  13. 20<sup>th</sup> Hampstead Heath Duathlon (1 September) – 59 teams took part in this years event, which continues to grow in popularity. A total of 329 people took the plunge in each of the Heath's swimming facilities as part of the course.
  14. Highgate Wood Community Heritage Day (1 September) - There was a Climate Change theme to this year's event. The innovative outdoor play installation provided by Monkey-Do was a big favourite with the kids and the Dog Show remains as popular as ever. Overall visitor numbers were around 500 over the course of the day.

15. Where is the Nomad (7 September) - An annual film screening which takes place on the lawns of Queen's Park. This year the event attracted an audience in excess of 900 people for their screening of 'Bohemian Rhapsody'.
16. The annual Queen's Park Day (15 September) - Which is organised by volunteers from QPARA was a great success, with an estimated 19,500 people attending the event. Feedback on the day and following has been very positive and complementary.
17. Zippos Circus (18-28 October) had the best-attended opening night of all their ten visits to the Heath and proved popular throughout their stay.
18. Run for your Life (14 September) - 466 runners joined us on Hampstead Heath for the 5th Run for your Life event, held by the Jubilee Hall trust. The event aims to be as inclusive as possible and runners have the choice of three distances to complete 2k, 5k or 10k.
19. London Youth Games (16 November) - This year's event attracted entries from all of the Capital's 32 Boroughs.
20. A total of thirteen Wedding & Civil Ceremonies took place at Hampstead Heath during 2019.

### **Proposed 2020 Events Programme**

21. The proposed 2020 Events Programme is appended to this report (Appendix 2). The Programme consists of Major Events which have received Committee approval; smaller events which have been agreed by the OEG; and free events which will be managed and provided by the City Corporation to encourage sport, health and well-being.
22. All of the events listed in the 2020 programme have been reviewed by the OEG and support the principles set out in the Events Policy.
23. The Leisure and Events Manager seeks Members view and feedback regarding the proposed 2020 Events Programme.

### **Publicity**

24. The 2020 Events Programme will be advertised to the public via the Hampstead Heath Diary 2020/21, the City of London Corporation's website and on-site signage.

### **Corporate & Strategic Implications**

25. The Events Programme directly supports the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, B: Improved quality of life for Heath visitors, C: The Heath is inclusive and welcoming to a diverse range of visitors and D: Greater number of and diversity of People taking care of the Heath.

26. The Policy also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2018-19 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
27. This Policy contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

## **Implications**

### Financial

28. The Events Policy details the framework for event cost recovery. The associated charges for holding events are set out in the annual Fees & Charges which is review and approved by Members on an annual basis.

## **Conclusion**

29. The proposed 2020 Events Programme incorporates a wide range of events that promote sport, health and well-being, while being fully in keeping with the aims of the Events Policy and contributing to achieving the Outcomes of the Hampstead Heath Management Strategy 2018-2028.

## **Appendices**

- Appendix 1 - Highlights of the 2019 Events Programme
- Appendix 2 - Proposed 2020 Events Programme
- Appendix 3 - 2019 Event Programme Income & Expenditure (Non-Public)

## **Contact**

Paul Maskell

Leisure and Events Manager – Open Spaces Department

T: 020 7332 3772

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## 2019 Events Programme Highlights

**The Affordable Art Fair (AAF)** The 9th edition of Affordable Art Fair Hampstead held on the 9 - 12 May saw visitor numbers increase to over 15,000 with over £3.5m worth of art sold. Collaborating with media partner, Balance Magazine, they explored a theme of 'Wellness' for this year's fair, with yoga and meditation workshops, curated art selections and talks on bringing harmony to the home through art.

**This Girl Can Monday 10 - 16 June** This Girl Can is a celebration of active women who are doing their thing no matter how well they do it, how they look or even how red their face gets. Funded by The National Lottery and developed by Sport England, we want to help women overcome the fear of judgement that is stopping too many women and girls from joining in.

This year's event incorporated nine sports/activities, increased from six the previous and first year of the event. All the sessions were delivered free of charge.

- Tennis coaching was supplied by our coach Rudolph Benjamin,
- Athletics Track and Field was run by Highgate Harriers,
- Rugby training was led by English Rugby and Hampstead Rugby club. Fencing run by Camden fencing club,
- Fitness sessions lead by British Military fitness
- Volleyball lead by Swiss Cottage Volleyball club,
- Women's Football lead by London Women's Football [LWF]
- Bowls and Croquet by our own clubs

The events were advertised by our local clubs and by the City of London Team through Social Media and posters. We also advertised and booked events on Eventbrite. Numbers for the week were better than last year.

Numbers of people participating:

- Tennis [Sat 10th June] 40
- Rugby school's session Wednesday [12th June] 45
- Rugby [Sat 15th June] 30
- Fencing [15th June] 25
- British Military Fitness [16th June] 25
- Track and Field [16th June] 25
- volleyball Sat and Sunday 15th and 16th June 50
- LWF 50

| Activity                 | Date        | No. Participating |
|--------------------------|-------------|-------------------|
| Tennis                   | Sat 10 June | 40                |
| Rugby (school session)   | Wed 12 June | 45                |
| Rugby                    | Sat 15 June | 30                |
| Fencing                  | Sat 15 June | 25                |
| British Military Fitness | Sun 16 June | 25                |
| Athletics                | Sun 16 June | 25                |

|                   |                      |    |
|-------------------|----------------------|----|
| Volleyball        | Sat 15 & Sun 16 June | 50 |
| Football          | Sun 16 June          | 50 |
| Bowls and Croquet | Sun 16 June          | 7  |

Overall there were 247 participants, which is an increase of 61 on the previous year.

**Race for life** took place on the 15 June. The event has been coming to the Heath for over 20 years and over the last 5 years numbers have continued to drop. At its peak it had over 5,000 runners, last year it attracted only 1,200. This year to help with race numbers they decided to add a second event to the 5k challenge and included 10k. This additional race did increase participants with 1,800 attending which is the biggest number for several years.

**Queen's Park Book Festival** is a weekend celebration of the literary arts in the heart of London. Authors, poets, actors, journalists and artists gather at the end of June 2019 for a weekend of events in the Park. The festival is a non-profit organisation with a commitment to engaging the local community and residents. It is run in association with the Queen's Park Area Residents Association (QPARA).

**Shakespeare in the Squares** is a not-for-profit touring theatre company that stages a Shakespeare play in London garden squares and parks for one night in each venue every summer. Shakespeare in the Squares took place in the Queen's Park Quiet Garden on 22 June 2019. The productions are tailored to the individual garden squares and parks, with the organisers working with the management team to create a unique community celebration around the play. Their aim is to provide a showcase for talented young theatre practitioners with the intention of introducing the audience to the stars of the future.

**The Highgate Harriers' Night of the 10,000m PBs [Personal Best]** 6 July again proved a remarkable success for this volunteer powered, world class athletics event, and yet another great success for Highgate Harriers. In the Times newspaper on the Saturday before the race, the whole back page was devoted to the event – pretty incredible for this type of distance race event - and was compared as the Glastonbury of 10k racing perhaps due to the fact it includes entertainment on a festival theme such as dancers, fire eaters, Q&As rock bands and also great food. It has an electric atmosphere. Entertainment aside the Athletics was first-class with 54 personal bests several which were Olympic and world qualifying times. And finally, this year's fastest women over 10k with a new PB achieved the Olympic qualifying time which gives her the potential to become an Olympian. So, from Parliament Hill to Tokyo this fascinating story continues with next year's 2020 event being the trial for the GB Olympic 10k team.

The **2019 Summer Music Programme** at the Parliament Hill, Golders Hill Park and Queen's Park bandstands included 27 performances from June until August. The highlight of the programme was the three Friday night concerts at Parliament Hill which included John Etheridge and Vimala Rowe, the Dig It sound system and the Stealers. All three bands are local to the area and bring a large audience to the events with over 2,000 people supporting these much-loved concerts.

The **Give It A Go! Festival** was held on 14 July, this wonderful event is part of the Olympic legacy encouraging people of all ages and abilities to try something new and 'give-it-a-go' to improve health, fitness and wellbeing. This year's event was a great success. An estimated 6,000 people took part, in over 30 types of sport including fencing, track and field athletics, tennis, volleyball, boxing Tai Chi and football to name but a few.

It was well supported by Heath sports groups including Little Foxes Football club, Hampstead Heath Rugby, Highgate Harriers and the armoury. We also timed the event to match up with the Lawn Tennis Association's (LTA) 'Great British Tennis Weekend' to provide free tennis coaching and courts. Other activities on offer were the NHS, providing free health checks and information on stopping smoking and Weight loss advice. This year for the first time the MHF Polo club were invited to the event. The day's activities included a Polo Match a chance to ride the ponies and some static exercises aimed at polo technique with mechanical horses as part of the activity.

The Give it a go was enhanced by two different bands Andalus and the good old boys offering Latin American and classic rock and Roll. As ever, this great, family friendly free event was a success due to the collaboration of many of the Heath's user groups, staff, volunteers and the London Borough of Camden.

**21st Hampstead Heath Duathlon took place** on 1 September. 329 people took part in the 21st Hampstead Heath Duathlon. The event is managed in partnership with the Hampstead Rugby Club and offers an opportunity for participants to run across the Heath and swim in each of the Heath's swimming facilities -The Lido the Men's Pond the Ladies Pond the Mixed Pond and finishing at the Athletics Track. This year's event had 59 teams and 329 competitors - a record turnout. The winning men's time was 31.36 beating last years' time by nearly a minute and the women's race won again by last year's winner 33.40, a few seconds down on last years' time. Finally, the winning team, Tri London 1, successfully defending last year's title in a combined time of 1.39.23 beating last year's 1.43.26. this is the 5th time Tri London have won the Duathlon Cup and the third year in a row.

Highgate Wood held its annual **Community Heritage Day Event** on 1 September with very good weather and slightly higher than normal visitor numbers. The innovative outdoor play installation provided by Monkey-Do was a big favourite with the kids and dog show was as popular as ever. Overall visitor numbers were around 500 over the course of the day.

**The Jubilee Hall trust [JHT] Charity Run.** 466 runners joined us on Hampstead Heath for the 5th annual Run for your Life event. The event includes three distances of 2k, 5k and 10k making it an inclusive event. The age of participants ranged from 2 – 74 years old of which 51% were male and 49% female. 330 were from London with other locations including Surrey, Hampshire, Oxford, Devon, France, Georgia and Philadelphia! The event aims to encourage and inspire local people to be more active by setting them a challenging goal.

The annual **Queen's Park Day** which is organised by volunteers from QPARA took place on 15 September 2019 and was a great success. With an estimated 19,500

people attending the event, the feedback on the day and in days following has been very positive and complementary. The event included food stalls community tables, demonstrations, a fun fair and lots of sporting activities

**Zippos Circus** 18-28 October. 2019 saw the best-attended opening night of all their 20 visits to the Heath, and the event proved popular throughout their ten-day stay. No horses were included in the programme and there were protest groups or anti-circus demonstrations.

The **London Youth Games** held on 16 November attracted over 2,000 entries, which for the second time came from all 32 London Boroughs. Chief Executive Officer of the London Youth Games, said: *"What an incredible way to start the 2019 London Youth Games season, with school children from every London borough coming together. Our thanks go out to the City of London, the South of England Athletic Association and our dedicated team of volunteers for their continued support in making this event such a great success."*

**Wedding & Civil Ceremonies** A total of 13 Wedding & Civil Ceremonies took place on Hampstead Heath during 2019. The Hill Garden remains the most popular location, being the venue for seven weddings. Several larger weddings have been held there, as they can be easily accommodated in this location. The Rotunda has closely followed this, with five ceremonies taking place there, and the Belvedere had one small, intimate wedding for which the setting was perfect. Clients have provided valuable feedback, with many saying that the location was the highlight of their day and that the team have delivered something very special. High quality service remains critical to the continued success of the venue and the feedback received supports this being the case.

**PROPOSED EVENTS 2020**

| Day  | Date | Month     | Time             | Event   | Place                            |
|------|------|-----------|------------------|---|----------------------------------|
| Sat  | 18   | January   | 10am - 11am      | Phish-Outdoor Swimming Race                                       | Lido                             |
| Sat  | 25   | January   | 11am - 4.30pm    | Southern Counties Cross Country Championship                      | Parliament Hill                  |
| Sun  | 1    | March     | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Fri  | 13   | March     | 12noon - 4pm     | Hereward House School Cross Country                               | Extension                        |
| Sun  | 15   | March     | 12noon - 4pm     | LOK/Orientklubb orienteering                                      | East Heath                       |
| Sat  | 28   | March     | 12noon - 4pm     | Kids Cancer   | East Heath car park              |
| Sun  | 5    | April     | 12noon - 4pm     | Scouts/Kites  | Parliament Hill bandstand        |
| Sun  | 5    | April     | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Wed  | 8    | April     | 5pm - 9pm        | Highgate Harriers Open meeting                                    | Athletics Track                  |
| Fri  | 10   | April     | 12pm - 9.30pm    | Easter Fair   | East Heath                       |
| Sat  | 11   | April     | 12pm - 9.30pm    | Easter Fair   | East Heath                       |
| Sun  | 12   | April     | 12pm - 7pm       | Easter Fair   | East Heath                       |
| Mon  | 13   | April     | 12pm - 9.30pm    | Easter Fair   | East Heath                       |
| Sat  | 18   | April     | 10am - 6pm       | Highgate Harriers - Middlesex Young Athlets league (MYAL)         | Athletics Track                  |
| Thu  | 23   | April     | 10am-3pm         | Camden - Mini Tennis  | Tennis Courts                    |
| Tue  | 28   | April     | 10am-3pm         | Camden - Mini Tennis  | Tennis Courts                    |
| Wed  | 29   | April     | 5.30pm - 9.30pm  | Affordable Art Fair   | East Heath                       |
| Thu  | 30   | April     | 10am - 3pm       | Camden - Mini Tennis  | Tennis Courts                    |
| Thu  | 30   | April     | 11am - 9pm       | Affordable Art Fair   | East Heath                       |
| Fri  | 1    | May       | 11am - 7pm       | Affordable Art Fair   | East Heath                       |
| Sat  | 2    | May       | 11am - 6pm       | Affordable Art Fair   | East Heath                       |
| Sun  | 3    | May       | 11am - 6pm       | Affordable Art Fair   | East Heath                       |
| Sun  | 3    | May       | 11am - 3pm       | Heath Bark Off - All dogs matter                                  |                                  |
| Sun  | 3    | May       | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Wed  | 6    | May       | 3pm - 6pm        | Camden Secondary School Athletics championships                   | Parliament Hill football pitches |
| Sun  | 17   | May       | 9am - 2pm        | Hampstead 4Heart - British Heart Foundation                       | East Heath                       |
| Sat  | 23   | May       | 12noon - 9.30pm  | Spring Bank Holiday Fair  | East Heath                       |
| Sun  | 24   | May       | 12noon - 7pm     | Spring Bank Holiday Fair  | East Heath                       |
| Mon  | 25   | May       | 12noon - 9.30pm  | Spring Bank Holiday Fair  | East Heath                       |
| Sun  | 24   | May       | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Tue  | 2    | June      | 10am-3pm         | CSSA Quadkids   | Athletics Track                  |
| Fri  | 5    | June      | 10am-3pm         | CSSA Football Tournament  | PH - Back of the Lido            |
| Sat  | 6    | June      | 12pm - 10pm      | Night of the 10,000m PBs  | Athletics Track                  |
| Sun  | 7    | June      | 8am - 1pm        | Cancerkin Hampstead Heath Walk                                    | Parliament Hill                  |
| Sun  | 7    | June      | 3pm - 5pm        | Band - London Sax Choir   | Golders Hill Park bandstand      |
| Sun  | 7    | June      | 3pm - 5pm        | Band - D'Ukes Band  | Parliament Hill bandstand        |
| Fri  | 12   | June      | 3pm - 6pm        | CSSA Football Tournament  | PH- back of the Lido             |
| from | 13   | June      | all week         | "This Girl Can " week   | Parliament Hill                  |
| Fri  | 13   | June      | 9.30am -1.30pm   | Carlton Primary Cross Country                                     | Parliament Hill                  |
| Sun  | 14   | June      | 9.30am - 2pm     | Cancer Research Uk Race for Life                                  | East Heath                       |
| Sun  | 14   | June      | 3pm - 5pm        | Band - The Sandersons   | Parliament Hill bandstand        |
| Sun  | 14   | June      | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Tue  | 16   | June      | 10am- 3pm        | Camden CSSA Outdoor Athletics                                     | Athletics Track                  |
| Sun  | 21   | June      | 12pm - 5pm       | Hampstead Summer Festival Art Fair                                | Whitestone Pond                  |
| Sun  | 21   | June      | 3pm - 5pm        | Band - Young Music Makers   | Parliament Hill bandstand        |
| Sun  | 21   | June      | 3pm - 5pm        | Band - London Metropolitan Brass Senior band                      | Golders Hill Park bandstand      |
| Wed  | 24   | June      | 7pm -10pm        | Mixed Pond Summer party   | Mixed Pond                       |
| Fri  | 26   | June      | 7pm - 9pm        | Band - Soulfools  | Parliament Hill bandstand        |
| Sun  | 28   | June      | 3pm - 5pm        | Band - Laura Matthews & The Flakes                                | Parliament Hill bandstand        |
| Sun  | 28   | June      | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Thu  | 2    | July      | 7pm - 9pm        | Band - John Etheridge's Sweet Chorus                              | Golders Hill Park café           |
| Fri  | 3    | July      | 7pm - 9pm        | Band - John Etheridge and Wimala Rowe                             | Parliament Hill café             |
| Sun  | 5    | July      | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Sun  | 5    | July      | 12noon - 5pm     | GIAG Festival   | Parliament Hill Fields/Track     |
| Sun  | 5    | July      | 3pm - 5pm        | Band - Hendon Music Centre  | Golders Hill Park bandstand      |
| Wed  | 8    | July      | 10am-3pm         | CSSA Rounder's  | PH -Above the Track              |
| Fri  | 10   | July      | 7pm - 9pm        | Band - Dig It Sound System's Music Night                          | Parliament Hill bandstand        |
| Fri  | 10   | July      | 9am - 3pm        | Band - Gospel Oak School  | Parliament Hill bandstand        |
| Sun  | 12   | July      | 6.30pm-8.30pm    | Band - The Artery Showcase  | Parliament Hill bandstand        |
| Sun  | 12   | July      | 3pm - 5pm        | Band - BEAT Music Academy West Concert band                       | Golders Hill Park bandstand      |
| We   | 15   | July      | 12pm - 3pm       | Camden CAS Inclusive Quadkids                                     | Athletics Track                  |
| Sun  | 19   | July      | 3pm - 5pm        | Band - KIX Jazz Orchestra   | Parliament Hill bandstand        |
| Sun  | 19   | July      | 3pm - 5pm        | Band - The Barnet Band  | Golders Hill bandstand           |
| Mon  | 20   | July      | 9.30am - 10.30am | Water Awareness Week  | Lido                             |
| Tues | 21   | July      | 9.30am - 10.30am | Water Awareness Week  | Lido                             |
| Wed  | 22   | July      | 9.30am - 10.30am | Water Awareness Week  | Lido                             |
| Thu  | 23   | July      | 9.30am - 10.30am | Water Awareness Week  | Lido                             |
| Fri  | 24   | July      | 9.30am - 10.30am | Water Awareness Week  | Lido                             |
| Sun  | 26   | July      | 3pm - 5pm        | Band - Lond Metropolitan Braas Community band                     | Parliament Hill bandstand        |
| Sun  | 2    | August    | 3pm - 5pm        | Band - Green Chain Quartet  | Golders Hill bandstand           |
| Sun  | 2    | August    | 3pm - 5pm        | Band - London Guy Symphonics Winds                                | Parliament Hill bandstand        |
| Sun  | 9    | August    | 3pm - 5pm        | Band - The Troser Band  | Parliament Hill bandstand        |
| Sat  | 17   | August    | 10am - 6pm       | Southern Athletics League   | Athletics Track                  |
| Sun  | 16   | August    | 3pm - 5pm        | Band - London City Brass  | Parliament Hill bandstand        |
| Sun  | 16   | August    | 3pm - 5pm        | Band - West London Brass band                                     | Golders Hill bandstand           |
| Sun  | 23   | August    | 3pm - 5pm        | Band - The Mags   | Parliament Hill bandstand        |
| Sun  | 30   | August    | 3pm - 5pm        | Band - Mad Dog Bites  | Golders Hill bandstand           |
| Sat  | 29   | August    | 12noon - 9.30pm  | Summer Bank Holiday Fair  | East Heath                       |
| Sun  | 30   | August    | 12noon - 9.30pm  | Summer Bank Holiday Fair  | East Heath                       |
| Mon  | 31   | August    | 12noon - 7pm     | Summer Bank Holiday Fair  | East Heath                       |
| Sun  | 6    | September | 8am - 2pm        | 20th Heath Duathlon   | Lido/Parliament Hill             |
| Sun  | 6    | September | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Wed  | 9    | September | 5pm - 9pm        | Highgate Harriers Open meeting                                    | Athletics Track                  |
| Fri  | 19   | September | 10am - 1pm       | Jubilee Hall Trust Charity Run                                    | Parliament Hill                  |
| Fri  | 25   | September | 10am - 1pm       | CSSA Cross Country  | Parliament Hill                  |
| Sun  | 4    | October   | 2.30pm - 5pm     | Hampstead Heath Conker Championship & Mad Dog Bites               | Parliament Hill bandstand        |
| Sun  | 4    | October   | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Wed  | 7    | October   | 11.30am - 4pm    | Civil Service Cross Country Championship                          | Parliament Hill                  |
| Fri  | 10   | October   | 12noon - 3pm     | CSSA Tag Rugby Competition  | Parliament Hill                  |
| Tue  | 20   | October   | 7.30pm           | Zippos Circus ( set up 20 Oct from 10am)                          | East Heath                       |
| Wed  | 21   | October   | 3pm ;7.30pm      | Zippos Circus   | East Heath                       |
| Thu  | 22   | October   | 3pm ;7.30pm      | Zippos Circus   | East Heath                       |
| Fri  | 23   | October   | 3pm; 7.30pm      | Zippos Circus   | East Heath                       |
| Sat  | 24   | October   | 12noon; 3pm; 6pm | Zippos Circus   | East Heath                       |
| Sun  | 25   | October   | 5pm              | Zippos Circus   | East Heath                       |
| Sun  | 1    | November  | 12noon - 2pm     | Quadkids Highgate Harriers  | Athletics Track                  |
| Sat  | 14   | November  | 11am - 1pm       | London Youth Games and Greater London Cross Country Championships | Parliament Hill                  |
| Thu  | 10   | December  | 11am - 2pm       | The Fire Service Cross Country                                    | Parliament Hill                  |
| Fri  | 25   | December  | 11am             | Christmas Swim  | Men's Pond                       |

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