



Queen's Park Consultative Group

Date: WEDNESDAY, 27 MARCH 2019

Time: 2.30PM

Venue: QUEEN'S PARK OFFICE, QUEEN'S PARK, LONDON, NW6

Members:

Karina Dostalova, (Chairman)	Councillor Eleanor Southwood, London Borough of Brent
Anne Fairweather, (Deputy Chairman)	John Blandy, Queen's Park Area Residents' Association
Ruby Sayed	Helen Durnford, Queen's Park Area Residents' Association
Virginia Bonham Carter, Ark Franklin Primary School	Giovanna Torrico, Queen's Park Community School
Cllr James Denselow, London Borough of Brent	Vicky Zentner, Kensal Rise Residents Association
Councillor Neil Nerva, London Borough of Brent	

Enquiries: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

A Walk of the Park will take place between 1.00pm – 2.00pm
A Light Tea will be taken between 2.00pm – 2.30pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Public Agenda

1. **APOLOGIES**

2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

3. **MINUTES**

To agree the minutes of the meeting held on 31 October 2018.

For Decision
(Pages 1 - 8)

4. **TREE PESTS AND DISEASES: OAK PROCESSIONARY MOTH URGENT UPDATE**
Report of the Director of Open Spaces.

For Information
(Pages 9 - 14)

5. **SUPERINTENDENT'S UPDATE - QUEEN'S PARK**

Report of the Superintendent of Hampstead Heath.

For Discussion
(Pages 15 - 20)

- a) Appendix 1 - Divisional Plan 2019-22 (Pages 21 - 36)
- b) Appendix 2 - Annual Work Programme 2019/20 (Pages 37 - 42)
- c) Appendix 3 - Queen's Park 2019 Events Programme (Pages 43 - 48)
- d) Appendix 4 - Income and Expenditure (Pages 49 - 50)

6. **QUESTIONS**

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

8. **DATES OF NEXT MEETINGS**

The provisional date of the next meeting is 2 October 2019 at 3.00pm.

For Discussion

QUEEN'S PARK CONSULTATIVE GROUP **Wednesday, 31 October 2018**

Minutes of the meeting of the Queen's Park Consultative Group held at Park Manager's Office, Queen's Park, London NW6 on Wednesday, 31 October 2018 at 4.00 pm

Present

Members:

Karina Dostalova (Chairman)
Ruby Sayed
Councillor Neil Nerva (London Borough of Brent)
John Blandy (Queen's Park Area Residents' Association)
Helen Durnford (Queen's Park Area Residents' Association)
Giovanna Torrico (Friends of Salusbury School)

Officers:

Bob Warnock	- Superintendent of Hampstead Heath
Richard Gentry	- Constabulary and Queen's Park Manager
Colin Buttery	- Director of Open Spaces & Heritage
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Karina Dostalova, Virginia Bonham Carter and Vicky Zentner.

2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were none.

3. MINUTES

RESOLVED, that the minutes of the meeting held on 24 April 2018 be approved.

4. ACTIONS SHEET

The Group noted the various outstanding actions and the updates provided thereon.

With regards to Action 1 concerning waste removal, Members were advised that there was an ongoing issue with the contractor who is the London Borough of Brent as a better service is received from the Corporation. The Director noted that Corporation's contractor was up for renewal in November which would go to the Port Health Committee. he agreed to share the 2019 prices to establish if they were still cheaper than the London Borough of Brent.

Members were advised that Action 2 had not yet been completed as the water fountains had been vandalised. The Constabulary & Queen's Park Manager agreed to consider adding the locations to the map for the public when they were repaired.

With regards to Actions 6 and 7 concerning the draft Queen's Park Woodland Walk Management Plan, Members were advised that the Constabulary & Queen's Park Manager was working with a contractor and a report would come to the Group in April.

All other actions were complete or covered on the agenda.

5. **QUEEN'S PARK PUBLIC TOILET REDEVELOPMENT**

Members considered a report of the Superintendent of Hampstead Heath providing an update on the suggested designs and costs associated with the redevelopment or rebuilding the Queen's Park Public Toilets adjacent to the Children's Play Area. The following points were made:

- The Superintendent explained cracks were identified following the original quotations to repair and decorate the toilets which resulted in seeking assistance for City Surveyors to price up plans and costs to completely redevelop.
- It was noted that point 11 required updating to better reflect the background of the damage sustained.
- Members were concerned by the new cost figure of £44k which was now five times more expensive as the original approximate project costs.
- The Chairman stated that Members needed to consider the two options of refurbishing the building which would make it fit for service or starting again with a new build which would take much longer. The Constabulary & Queen's Park Manager advised that he was engaging with surveyors for both options and had met with members of the community for feedback who preferred Option 2a.
- A Member felt the building pre-dated 1980 as suggested in the report and was more likely 1960s.
- Members agreed that the cheapest option was not necessarily the best option and wanted to choose an option which would be an investment for the next 50 years. The Chairman requested that the surveyor comment on the lifespan of each option.
- A Member recommended starting again to create a building that was better fitting with the aesthetic of Queen's Park.
- It was noted that a higher footfall was now visiting the Park with the regeneration of the South Kilburn area and the Chairman queried if there was any funding available. Members were advised that co-funding seal

money was a possibility if the toilet were moved to an open side of the park offering 24-hour access becoming a changing places facility. It was noted that the deadlines to apply for seal funding were 31 December 2018 and 24 June 2019.

- It was noted that more families were now living in the area without a garden and more developments would increase this number making Queen's Park the only Open Space available to them.
- The Superintendent advised that the costs were a realistic starting point based on analysis by architects and the exact figures would follow when the project went out to tender. These would be used as part of the capital bidding process and would be explained.
- The Group were of the strong view that a new build was the best option and supported Option 2. However, they were concerned by the high costs and queried if solar panels could be considered over expensive green roof and doors. A Member suggested that a move to future sustainability through solar panels would be supported by the changing places project.
- The Chairman requested a timeline for funding, the architects and tendering from the surveyor to establish if seal funding was feasible in June.
- A Member did not feel that a 24-hour toilet would be a good idea as it could potentially encourage homeless people.

RESOLVED - that:-

- Members provide feedback on the Queen's Park Public Toilet refurbishment and rebuild options 1a and 2a, and in particular in relation to the recommendation for option 1a to be value engineered;
- That the views and comments of the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 28 November 2018.

6. SUPERINTENDENT'S UPDATE

Members considered an update report of the Superintendent and the following points were made:

- The Superintendent noted that the first three recommendations were the priority for discussion.

Projects and Programmes

- Members were advised that an approach was made by a small group from the local community who have proposed the first-floor office space in the Park be utilised as a community space. It was noted that this was

an underused space and the City Surveyor's Department were in the process of seeking expressions of interest as part of a tender process for the use of this space. A licence would be issued as part of this tendering process.

- In response to a query regarding how the group found out about the space, Members were advised that they learnt about it from the café owners and subsequently contacted the Team.
- The Chairman queried whether this was a commercial or charitable organisation. The Constabulary & Queen's Park Manager advised that it was a commercial community group.
- A Member advised that the space had previously been park keeper accommodation and did not feel it was a good idea to lose it to a commercial organisation when staff might need it in the future. The Chairman clarified that it was not a forever proposal. The Superintendent noted that the Park had 19 residential accommodation units.
- In response to a query regarding why the cost of the new toilet block could not be funded by £2m that was recouped from another residential venue, the Superintendent advised that this surplus had gone into a central pot and did not belong to Queen's Park exclusively.
- The Chairman stated that the space was not currently needed by staff and that the Park could benefit from the additional income. The Constabulary & Queen's Park Manager added that these were local meetings and there was a perceived lack of local community space.
- A Member noted that there was an accessibility concern for entering the space.
- The Superintendent stated that more work was needed to access the best option use for the space.

Ecology and Environment

- The Constabulary & Queen's Park Manager sought Member's views regarding the removal of the metal railing surrounding the old Oak tree adjacent to Kingswood Avenue which was pointed out during the Group walk before the meeting. It was recommended that the railing be removed, and a low-level post and rope barrier be installed with updated interpretation relating to the tree (option B). Members agreed this was the best option.

RESOLVED – That:-

- Members provide their views on the removal of a metal railing fence which surrounds an oak tree, as set out in paragraph 15;

- Members provide feedback on the proposed events for 2019, as set out in paragraph 30;
- Members views and feedback are sought in relation to the approval thresholds outlined in table 1 of the draft Policy, Appendix 2;
- That the view and comments of the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 28 November 2018.

7. **APPENDIX 1 - OPEN SPACES DEPARTMENTAL EVENTS POLICY ONE**

Members noted the draft Open Spaces Departmental Events Policy (Part One). Members were advised that the passing of the City of London Corporation (Open Spaces) Act 2018 had allowed the Corporation to develop a framework to guide its events on its Open Spaces.

It was noted that Part One had already been approved but provided specification for Queen Park events.

RECEIVED.

8. **APPENDIX 2 - OPEN SPACES EVENTS POLICY PART TWO**

Members noted the draft Open Spaces Events Policy (Part Two) and the following points were made:

- Members were advised that event locations are grouped into three broad zones with event applications to be considered based on an assessment of the suitability of a location, including the local character of the location, the potential impacts on the fabric of the site and on the experience of Queen's Park visitors and neighbours: Zone A - built facilities, Zone B - established activity areas and Zone C - wider areas).
- The Constabulary & Queen's Park Manager drew Member's attention to Table 1 setting out the proposed Event Scale. Members agreed that the duration of large events should be changed to up to three days as three-day events were not captured under large or major events.
- With regards to how decisions were made, Members were advised that Members would be consulted on any event proposal referred to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision and that he Superintendent may also choose to consult the Group on medium and smaller events via email or post.
- Members were advised that the charging policy would differ for community and charitable events which would be assessed to determine an appropriate reduction or waiver of charges.
- The Director of Open Spaces advised Members that the new Events Policy would encourage applicants to provide plans well in advance.

- The Chairman stated the need to understand events being hosted at Queen's Park and what/how they will benefit and in most cases the Park only receives a small rental. It was agreed that event details including the seven criteria to judge events against would be circulated to the Group via email for Member feedback.
- The Director of Open Spaces noted that just because an organisation was not for profit did not mean that they did not profit, e.g. cover of salaries, and that this should be taken into account when judging events.

RECEIVED.

9. **APPENDIX 3 - QUEEN'S PARK EVENT APPLICATION FORM 2019**

Members noted the draft Queen's Park Event Application Form.

RECEIVED.

10. **FEES AND CHARGES 2019/20 & 2020/21**

Members considered a report of the Superintendent of Hampstead Heath regarding the proposed fees and charges for a range of sports facilities and services provided at Hampstead Heath, Highgate Wood & Queen's Park for 2019/20 and the proposed fees and charges for Weddings and Civil Ceremonies for 2020/21.

It was noted that a new section had been added (Remediation Deposit) which would cover charges incurred by events, e.g. water, electricity, etc, and this was linked to the Events Policy.

In response to a question regarding trainers and dog walkers, the Superintendent advised Members that the charges incurred would depend on the numbers of people/dogs involved. It was agreed that work was needed to ensure the correct fee structure was implemented to cover these businesses that used the Park.

RESOLVED – That:-

- The Hampstead Heath Consultative Committee, Highgate Wood Consultative Group and Queen's Park Consultative Group discuss the proposed fees and charges for 2019/20 and 2020/21, as set out in Appendix 1 of this report;
- The views of the Hampstead Heath Consultative Committee, Highgate Wood Consultative Group, and Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their 28 November 2018 meeting.

11. **QUESTIONS**

There was one question:

Pitch and Putt area

The Chairman advised Members that an enquiry had been made by a member of the public for the Group to review the policy for dogs to remain on a leash in the enclosed "Pitch and Putt" area at the centre of the Park in dedicated time slots (early morning and late afternoon).

Members felt that it was not necessary to amend the policy as owners could safely exercise dogs off the leash at Tiverton Green and favoured people's safe use of the Park over dogs.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman advised Members that the Hampstead Heath, Highgate Wood and Queen's Park Committee Dinner would take place on 6 February 2019 at the Apothecaries' Hall and invites would be sent to Members in due course.

13. DATE OF NEXT MEETING

Members noted that the date of their next meeting would be on 27 March 2019 at 4.00pm.

The meeting ended at 5.14 pm

Chairman

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

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Committee:	Date:
Open Spaces and City Gardens - For Decision Hampstead Heath, Highgate Wood and Queens Park Epping Forest and Commons Committee West Ham Park Port Health & Environmental Services Queen's Park Consultative Group Highgate Wood Consultative Group	10 December 2018 13 March 2019 14 January 2019 04 February 2019 15 January 2019 27 March 2019 3 April 2019
Subject: Tree Pests and Diseases: Oak Processionary Moth urgent update	Public
Report of: Colin Buttery – Director, Open Spaces	For Information
Report author: Colin Buttery – Director, Open Spaces	

Summary

This report provides Members with an update on the challenges being faced due to the spread of Oak Processionary Moth (OPM) across the Open Spaces in the care of The City of London. The OPM caterpillars shed irritating hairs that can cause allergic reactions in people and dogs.

The report also highlights the resource issues with expenditure in the financial year 2018/19 approaching £100,000 across the Open Spaces. It is anticipated that the resource demands for the control of OPM in future years will be in excess of £250,000 pa. It is proposed that these new and increasing resource commitments are highlighted through the Chamberlain to the Medium-term Financial Planning Process scheduled for January 2019.

Recommendation

Members are asked to:

- Note the challenging position regarding the spread of Oak Processionary Moth (OPM) and the partnership work being undertaken with the Forestry Commission.
- Note that the cost of risk based OPM control undertaken in 2018/19 is likely to lead to a small departmental overspend at the year-end.
- Approve the submission of a bid for additional resources to Resource Allocation Sub Committee for future financial years from 2019/20, highlighting OPM as a new and significant resource demand in the medium-term financial planning process.

Main Report

Background

1. Oak Processionary Moth (*Thaumetopoea processionea*) (OPM) was accidentally introduced to the UK from Europe through the importation of oak trees for a development site in Richmond, West London in 2006. In a short space of time OPM had spread to a wide area of the Borough of Richmond and by 2008 was found in Richmond Park and Kew Gardens.
2. OPM is a pest species that feeds on oak trees and in extreme numbers can result in the defoliation of a tree. However, the main reason for seeking to control the spread and numbers of OPM caterpillars is that the irritating hairs on the caterpillars and within the communal nests, represents a public and animal health hazard through allergic reactions.
3. The City of London has been working closely with the Forestry Commission, Natural England, National Trust, The Royal Parks, Local Authorities and other land owners to share scientific data and research, practical experience and good practice. Public Health England has also been involved in advising on health issues and the Forestry Commissions communications including: “*Spot it, avoid it, report it*” public awareness campaign. Information has been sent to GP’s across London and Veterinary surgeries have also been contacted to make vets aware of the symptoms and risk primarily to dogs.
4. The City Corporation Chairs the Oak Processionary Moth Strategic Group which helps the Forestry Commission engage with landowners, share the strategic direction being taken by Defra and promote best practice.
5. Control methods have primarily focussed on two approaches; nest removal or pesticide spraying with *Bacillus thuringiensis var kurstaki* (known as Bt) a bio-pesticide. The bio-pesticide is applied in early spring as soon as the eggs hatch and the initial instars (developmental stages) of the caterpillars emerge. Neither approach is 100% effective and the aim of both techniques is primarily to protect public health and reduce the rate of spread of the pest.
6. The City Corporation has taken a risk zone-based approach targeting OPM in areas where the public would be most at risk of being exposed to the caterpillars or nests. This includes removal of nests close to busy locations such as car parks, key paths and buildings, catering facilities, children’s play and sporting facilities.
7. The use of the bio-pesticide (Bt) in the Spring where OPM has already been identified is also carefully targeted. Spraying is kept to a minimum because of its impact on non-target species of Lepidoptera such as butterflies and native species of moth. The collateral damage to the wider biodiversity of a site is a concern with many of the Open Spaces protected through statutory designations such as Sites of Special Scientific Interest (SSSI), National Nature Reserves (NNR), and sites of Special area of Conservation (SAC).

8. The Forestry Commission and Forest Research are undertaking a regional pheromone trapping programme with support from Cambridge University. This work is helping to monitor the spread of the pest species and the density of the populations. Research is also being undertaken to consider if there are other viable control methods including natural predators.
9. In reducing the human health risks, we are recognising that City of London Arboricultural Officers and Contractors are at an increased occupational health risk. Where these risks are identified, robust measures are in place to ensure correct protective clothing and good operational practices are in place. Experience across London is that despite these measures individuals may become sensitised to the irritating hairs from the caterpillars and that this can result in unpleasant rashes.
10. To date reports of health issues affecting the public on City Corporation sites is very low, but we are now reaching a 'tipping point' at some properties, such as Hampstead Heath, where nest numbers have grown exponentially in 2018. At Ashted Common; the City Cemetery & Crematorium and Epping Forest numbers are currently relatively low, but these properties are likely to follow the same trajectory of large increases in the number of OPM nests and distribution of this pest species over the next few years.
11. The staff time resource and contractor costs will also increase markedly even with the targeted risk zone approach being taken. Officers have attended OPM training sessions and volunteers have also been trained how to identify the OPM nests to assist in the reporting of infested trees. The presence of OPM also impacts on normal arboricultural work including tree safety and veteran tree management. Contractors and Officers from the Corporation have to be aware of OPM as a risk and remove nests before undertaking tree surgery works.
12. To help illustrate the significant change that has taken place in 2018 the figures from Hampstead Heath, Highgate Wood and Queens Park below show the number of nests identified in each year since 2015;

Year	Nests	Trees affected
2015	15*	13
2016	25	20
2017	184	84
2018	2013	680

(*it is likely that OPM arrived at Hampstead Heath in 2014 but was only identified in 2015. Targeted spraying of the pesticide Bt from 2016 will have helped to limit the expansion of the OPM population)

A similar pattern of growth in population was experienced at Ashted Common where the number of OPM nests grew from 6 in 2016; to 16 in 2017; and 184 in 2018.

13. The Forestry Commission has served under the Plant Health Act 1967, Statutory Plant Health Notices (SPHNs) on the City Corporation, requiring the removal the infestations. Failure to comply with a notice can result in enforcement action and possible prosecution. landowners need to be able to demonstrate that reasonable steps have been taken to control the pest.

Financial Implications

14. The annual spend on contracted services for the control of OPM across the Department will be close to £100,000 in 2018/19 which is close to a ten-fold increase in expenditure on OPM compared to 2017/18. The spend is made up of nest removal, pesticide spraying, pheromone trapping and survey inspections across the Divisions as follows: Ashted Common £29,000; City Cemetery £5,000; Hampstead Heath, Highgate Wood and Queens Park £56,500; City Gardens £1,000; Epping Forest £8,000; a total spend in 2018/19 of £99,500.
15. It is anticipated that annual spending on the control of OPM will increase to a figure of circa £200,000 in 2019/20 and plateau at approximately £250,000 to £300,000 in subsequent years. Partner organisations, such as the Royal Parks, have already seen a similar growth in resource commitment having been affected by OPM for a much longer period.
16. The department is profiling a small overspend for the financial year 2018/19 identifying the expenditure on OPM and certain other areas of exceptional spend including the grass and heathland fires experienced in the summer of 2018.
17. It is also proposed that the need for addition resources from financial year 2019/20 onwards is highlighted to Resource Allocation Sub Committee when it considers the medium-term financial planning process in January 2019.

Corporate & Strategic Implications

The Corporate Plan

18. The Open Spaces Department actively contributes to the following Corporate Plan 2018-23 aims and outcomes:

Contribute to a flourishing society

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

Shape outstanding environments

- We inspire enterprise, excellence, creativity and collaboration
- We have clean air, land and water and a thriving and sustainable natural environment.

- Our spaces are secure, resilient and well-maintained

Support a thriving economy

- Our land management supports local businesses and enterprises

Tree pests and diseases including OPM are identified in the Departmental risk register; OPM represents a significant risk to our ability to deliver key outcomes identified in the Corporate Plan. OPM control measures are needed to allow the public to continue to enjoy the natural environments, whilst protecting public health and wellbeing.

Conclusion

19. The expansion of the range and distribution of OPM across London is resulting in the need for targeted control measures to be undertaken across the Open Spaces. The risk zone-based approach is a pragmatic and effective way to address the public health risk and target necessary resources.
20. In the early years of the OPM infestation the costs of control have been accommodated within the existing resource budgets, however, in 2018 expenditure has reached a quantum where such costs cannot simply be absorbed. It is proposed that the additional resource requirement is highlighted through the medium-term financial planning process.

Colin BATTERY

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Committee(s)	Dated:
Queen's Park Consultative Group	27 March 2019
Subject: Superintendent's Update – Queen's Park	Public
Report of: Bob Warnock, Superintendent of Hampstead Heath	For Discussion
Report author: Richard Gentry, Open Spaces Department	

Summary

This report provides an update on the management of the Park and operational activities of the Queen's Park Team since the previous meeting of this group in October 2018.

Recommendations

Members are asked to:

- Members provide feedback on the proposed events for 2019, as set out in paragraph 34 and Appendix 3 and the proposed event at paragraph 36.
- That the views and comments of the Queen's Park Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on 5 June 2019.

Main Report

Operational Management

1. Over the winter months the Queen's Park team continues to collect from the ground leaf litter. Leaves collected in public spaces can make good leaf mould which could be put to use in seed-sowing compost, or mixed equally with sharp sand, garden compost and good quality soil for use as potting compost. Sadly, Queen's Park lacks the space to enable this process to be effectively managed. Any leaf litter collected is deposited in a green waste container and it's removed from site by our contractor.
2. Over a four-week period in November 2018, a mulching deck was hired. The purpose of this was to trial a machine which could reduce the amount of staff time collecting leaf litter, allowing leaves to be mulched and left on the ground. Decomposing leaf litter releases nutrients into the soil and also keeps it moist.
3. The staff member who used the mulching deck considered it a success, reducing staff time in the collection of leaf litter. A decision will be made to consider whether the Park invests in a mulching deck or one is hired in the future.
4. Since September 2018, the UK has been hit by 6 storms. Most recently storm Gareth hit the UK 11 March 2019. These storms, may on occasion, require the

City of London Corporation to restrict access, or close certain areas of its Open Spaces. These measures are in place, taking in to consideration the safety of our visitors and staff.

5. The Team Leader has undertaken a review of the 65 park benches. Working with colleagues, an asset database is being developed and bench locations are being plotted on a map of the Park. This will enable improved management of our benches, including maintenance and allocation of locations for memorial benches.
6. The Park has recently taken delivery of an electric pedestrian platform truck, this will be used to aid the collection of waste and recycling and the movement of materials around the Park. The truck will reduce vehicle movements.
7. An Apprentice appointed within the Golders Hill Zoo team is supporting the management of the Children's Farm in the Park two days a week. The Apprentice is in the final year of his animal husbandry apprenticeship having spent the first two years at the Animal Reception Centre.
8. The Park is currently recruiting to two vacant posts, a Team Leader and an Animal Keeper and Engagement Assistant.

Projects and Programmes

9. The Park Manager is continuing to work with The Parks Agency, to develop further, the Queen's Park Woodland Walk Management Plan. An update on the project will be provided at the March Consultative Group meeting. As part of this project a focus group meeting has been arranged which we hope members of this group will be able to attend.
10. A mid term review of the Queen's Park Conservation Management Plan 2014 – 2023 will be taking place in 2019. This plan was approved by this Group in June 2014 and the Hampstead Heath, Highgate Wood and Queen's Park Committee in September 2014. The review will ensure the Plan remains current and relevant, focusing on a review of actions and outcomes.
11. Regarding the redevelopment of the Sand Pit and rebuild of the Public Toilet, in January 2019, the Superintendent presented a Gateway 2 Report to the Project Sub Committee. This Committee has given approval to proceed to the next Gateway process (Gateway 3).
12. The Options Appraisal (Gateway 3) report will set out an outline of the options summarised at Project Proposal stage (Gateway 1/2). The City of London, Projects Sub Committee have asked that Officers consider all the options as they submit the Gateway 3 report to the next stage of the process.
13. Tennis Courts 1- 6 will be painted and relined in 2019. The Park Manager is in consultation with the City Surveyor's Department to agree a date which causes the least disruption to users but allows the works to be completed at an appropriate time of year.
14. Funding will be sought during the next round of applications from the Wembley National Stadium Trust. The next application window is due to open in spring 2019. Funding will enable the City of London to procure a tennis practice wall

which could be installed by the tennis courts. Anticipated cost is between £1,500 - £2,000.

15. The Cyclical Works Programme for 2019/20 has an allocation of £35,000 for building refurbishment.
16. The Park Manager will provide an update on the redevelopment of the Children's Farm on a walk prior to and during the Consultative Group meeting. This has been achieved through an effective collaboration between members of staff from across the Division.
17. The three-year Divisional Plan 2019-2022 (Appendix 1) has been reformatted to reflect the outcomes in the Management Strategy. The projects are listed according to their primary Outcome and links to the other Outcomes are referenced. This will assist with monitoring progress, reporting on the impact of our work and to share and celebrate success. A transition document has been prepared which records the changes from the Divisional Plan 2018-2021.
18. The Annual Work Programme 2019-2020 (Appendix 2) establishes our commitments for the year and comprises of both Cyclical Work and Project Work. It is the mechanism for prioritisation, planning and delivery and demonstrates how our work contributes to the Outcomes of the Management Strategy.

Sustainability

19. The Divisional Waste and Recycling Review is now well under way. Several options are being investigated to improve the current service, both in terms of sustainability and cost effectiveness. For the Financial Year 2018/19 Qtr. 1 – to Qtr. 3 the Park incurred costs for the collection of waste, including dog waste, recycling and skip hire costs. These costs equate to £ 30,007.51 and include costs for the removal of materials as part of the redevelopment of the Farm.
20. In partnership with the London Borough of Brent and their contractor, Veolia, the Park was a location for the recycling of Christmas trees. In excess of 1,200 trees were collected which equated to 11 tonnes. This process required intervention from the team by them having to collect some trees which had been left at entrance gates.

Ecology and Environment

21. Semi-Permanent LED lights have been installed in a London Plane tree, located adjacent to the café. These lights were lit over the festive period as an alternative to the installation of a Christmas Tree with lights. Following positive feedback, the Park Manager proposes to install further lights in trees adjacent to the London Plane, making this a feature, not only for the Festive Period, but to be used on other occasions and events during the year.
22. The Hampstead Heath Arboricultural Team have carried out a number of tree related tasks in the Park since October 2018. These have included: The felling and removal of a dead Horse Chestnut on the western side of the main field, Air Spade excavation of trench through roots of London Plane opposite café on main field to assist with installation of power supply and the annual inspection of all park internal trees.

23. An update on Oak Processionary Moth is given in a separate report which will be presented to this G.

Visitors and Community

24. A successful event which begun in December 2016 is the Junior Parkrun. This activity is attracting an average of 72 children each week, who run 2K on a Sunday morning around the Park. This event does not involve any staff resource.
25. A regular group play tag rugby in the Park between April – August. A licence fee is charged for this activity.
26. The City of London maintain a dialogue with the Lawn Tennis Association, focussing on how court usage can be increased, and users benefit from opportunities to develop their game. The City of London will be scheduling tennis courses for all abilities and ages from April 2019.
27. Following the granting of a licence for Weddings and Civil Ceremonies, the Bandstand has a confirmed booking for a wedding ceremony in June 2019. A tentative enquiry has been made for a wedding in May 2020 from a local resident.
28. A verbal update will be provided at this meeting on the Queen's Park Café.

Learning and Schools

29. The Learning Project Officer will be supporting a group of special education needs sixth form students who will be working in the reopened Farm at the end of March. The Queen's Park Team, will provide support for future learning events planned for the spring and summer of 2019.
30. Locally the staff are hosting work experience sessions for special educational needs adults. The sessions are held for 2 hours each week with 2 pupils attending over a 6-week period. This is the fifth year we have in collaboration with Westminster College, sessions include gardening and animal care. The feedback from the pupils and tutors from Westminster College are positive making these sessions very meaningful.

Volunteering

31. The Divisional Volunteering Improvement Group led by the Park Manager continues to meet and discuss opportunities across the Division. The Park has a number of volunteers who maintain the vegetable area behind the café. Transition Towns have been asked to support with the upkeep of vegetable planters Children's Farm, which will be located in the Farm, with some of the produce being used to feed the animals in the facility.

Events

32. A small Christmas Fayre took place on the 8-9 December 2018 between 11am – 5pm on the café forecourt. Regent Brass attended and played festive tunes and John Parnham, the supplier of fair rides at Whitsun, provided a children's ride at no cost to users or the City of London as a gesture of good will.

33. To guide future events in Queen's Park, a Site Specific Events Policy has been adopted, following comments from this Group and the approval of the Hampstead Heath, Highgate Wood and Queen's Park Committee.
34. The Events Policy will continue to inform the future usage of the site and will apply to events taking place after 1 April 2019. The Park Manager has already been approached in relation to the below proposed events in 2019:
 - John Parnham Children's Fun Fair, 24th to 28th May, two-day break on 29th and 30th, reopen 31st May to 2nd June.
 - Shakespeare in the Squares – 22 June 2019
 - Queen's Park Book Festival – 29 and 30 June 2019
 - Brass Bands on the Bandstand June – August (Dates TBC)
 - Children's Entertainment (each Mon and Wed in August)
 - Queen's Park Day – 15 September 2019
35. The views of Members are sought regarding these proposed events, which have all previously been successfully held in the Park. (Appendix 3).
36. The City of London have received a tentative enquiry about hosting Queen's Park the Opera in July 2020. The event organisers are yet to secure funding or the permission of the City of London. The event is proposed to be held under a big top. The purpose is to promote and advance music education to members of the public and in particular children in the United Kingdom by teaching musical literacy and performance skills through workshops, concerts and production of musical theatre. The views of members are sought on this venture.
37. In February 2018, Brent won the award for London Borough of Culture 2020. The City of London look forward to an opportunity of working in partnership with Brent as the Borough celebrates a year-long collaborative cultural programme.

Income and Expenditure

38. The Superintendent will provide a verbal update of income and expenditure at the meeting. (Appendix 4).

Corporate & Strategic Implications

39. The Open Spaces Department and Queen's Park actively contributes to the following Corporate Plan 2018 – 23 aims and outcomes:

Contribute to a flourishing society

- People enjoy good health and wellbeing
- People have equal opportunities to enrich their lives and reach their full potential
- Communities are cohesive and have the facilities they need

Shape outstanding environments

- We inspire enterprise, excellence, creativity and collaboration
- We have clean air, land and water and a thriving and sustainable natural environment
- Our spaces are secure, resilient and well maintained

Support a thriving economy

- Our land management supports local businesses and enterprises

Conclusion

- 40.** The City of London continues to deliver a much-loved green space in the heart of a multi-cultural urban environment. The City of London is looking forward to the opportunity to work in partnership in 2020 with the London Borough of Brent as they celebrate the London Borough of Culture 2020.

Appendices

- Appendix 1 – Divisional Plan 2019-2022
- Appendix 2 – Annual Work Programme 2019/20
- Appendix 3 – Queen's Park 2019 Events Programme
- Appendix 4 – Income and Expenditure 2018/19

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Hampstead Heath Divisional Plan 2019/20, 2020/21 & 2021/22							
Vision Theme: The Heath is protected and Conserved							
OUTCOME A:The Heath is maintained as a flourishing green space and historic landscape							
Priority 1: A mosaic of natural habitats is maintained and flourishes							
Priority 2: Heritage aspects and landscape character are maintained							
Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values							
Reference	Primary Priority	Project & Action to deliver the objective	Key Milestones	Start Date	Final Result	Lead	Links to Corporate plan and OS Business
A DP1	1, 2 & 3	Implementation of the Hampstead Heath Management Strategy Following the development of the strategy, embed the management framework in order to deliver the outcomes, priorities and commitments.	Publication of Strategic Document.	Apr-19	Hampstead Heath Strategic Plan priorities and commitments are being planned and implemented via the Divisional Plan and Annual Work Programmes.	Business Manager	Shape Outstanding Environments - 10,11,12.
			Development of the Measurement Framework to guide us in assessing our progress towards achieving the Outcomes.	Sep-19	Baseline surveys developed.		
			Develop arrangements for annual impact reporting.	Jun-20	Annual impact report is submitted to Committee by June each year. Success and learning is shared.		
Links to other Outcomes: B, C & D							
Links to other Priorities: 4, 5, 6, 7, 8, 9, & 10							
A DP2	1, 2 & 3	Hampstead Heath Ponds and Wetlands Strategy Develop a strategy for ponds and wetlands to set out priorities for actions and achieving outcomes for hydrology, conservation and amenity value (including sediment management, water quality and landscaping).	Outline Strategy discussed with HHCC.	Apr-20	Strategy in place and plans implemented which contribute to the positive management of the ponds and wetlands.	Highgate Wood, Conservation & Trees Manager	Shape Outstanding Environments. - 11
			Establish a Project Team and prepare a project plan.	Apr-20			
			Surveys undertaken and data collation carried out to inform strategy, in collaboration with the City Surveyors Department.	Jul-20			
			Strategy approved and Management Plans for specific ponds/chains prepared.	Mar-21			
Links to other Outcomes: B & D							
Links to other Priorities: 4 & 10							

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Vision Theme: The Heath enriches lives							
OUTCOME B: Improved quality of life for Heath visitors							
Priority 4: Improved physical health, mental health and emotional well-being							
Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business
B DP1	4	Development of the Cultural Strategy Development of a strategy and policy to provide clarity, improved ways of working and delivery of services.	Strategy developed, agreed and implemented across the Division	Jan-20	Visitors have clear information and are able to participate and enjoy all that the Heath has to offer.	Principal Curator	Contribute to a flourishing society - 3, 4
Links to other Outcomes: A, C & D							
Links to other Priorities: 5, 6 & 10							
B DP2	4	Develop a Play Strategy Which will enable effective prioritisation of resources and support child learning and development through play.	Play Strategy developed, agreed and implemented at Hampstead Heath. This will inform projects at Highgate Wood & Queen's Park play facilities.	Apr-19	The play offer is accessible to a diverse range of children.	Leisure & Events Manager	Contribute to a flourishing society - 1,2,3,4
			Schedule for investment in play facilities developed, approved and integrated into the AWP.	Sep-19			
			Deliver CIL Funded projects at Vale of Heath and Preachers Hill Playgrounds.	Oct-19			
			Links to other Outcomes: A, C & D				
Links to other Priorities: 3, 5, 6 &10							
B DP3	4	Develop an Events Strategy The Events policy was approved on 5 September 2018, and a strategy will be developed to support the agreed policy.	Strategy developed, agreed and implemented, to ensure delivery of the policy outcomes.	Mar-20	The programme of events contributes to the achievement of the Management Strategy Outcomes.	Leisure & Events Manager	Contribute to a flourishing society - 1,2,3,4
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business
B DP7	4	Develop a Master Plan for optimising facilities at Parliament Hill Carry out a review of facilities and buildings at Parliament Hill to relocate the Superintendent, Management and Support Team. Review the operational base to provide a visitor centre and maintain suitable accommodation for staff and volunteers, as well as improved sports facilities and improved learning facilities.	Prepare a Gateway 1-2 report in order to take forward a project brief, in conjunction with the City Surveyors department in order to carry out a feasibility study.	Mar-19	Visitor facilities and the range of Heath experiences are accessible to a diverse range of Heath visitors. Staff facilities fit for purpose.	Operational Services Manager	Contribute to a flourishing society - 4
			Feasibility study completed and an implementation plan and schedule developed.	Nov-19			
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							

Vision Theme: The Heath is inclusive and welcoming

OUTCOME C: The Heath is inclusive and welcoming to a diverse range of visitors

Priority 5: Increasing social inclusion

Priority 6: Diversity and Equality

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business
C DP1	5 & 6	Access Audit and landscape improvements. An audit of sites to inform changes to provide accessible facilities for all visitors. Projects include: The swimming facilities and Golders Hill Park accessible car park.	Project plans developed.	Jul-19	Facilities and sites are accessible to a diverse range of visitors.	Operational Services Manager	Contribute to a flourishing society - 1,2,3,4
Links to other Outcomes: A, B & D							
Links to other Priorities: 4, 7, 8, 9 & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business
C DP2	5 & 6	Community Heath. Community Heath is Heath Hands' community outreach project that gives groups of all backgrounds and abilities the opportunity to get involved in discovering and learning about our green spaces. The Project will deliver a range of free activities and events at Hampstead Heath, Highagte Wood and the Kenwood Estate.	Plan developed to provide a range of activities and outreach to bring new audiences to the Heath.	Jan-19	Infrequent visitors, and those who need a little bit of extra support to get involved are able to access support to build confidence. Heath Hands working effectively with a range of community groups, and have established strong networks between different sectors.	Heath Hands Projects and Volunteer Manager	Contribute to a flourishing society - 1,2,3,4
Links to other Outcomes: A, B & D							
Links to other Priorities: 1, 2, 3, 4, 7, 8, 9 & 10							
C DP3	5 & 6	Promote social, environmental and economic outcomes for the Heath cafes Undertake an engagement and consultation exercise to inform the outcomes of a tender exercise to secure social, environmental and economic outcomes for the Cafes on Hampstead Heath.	Plan developed, which will include consultation and user engagement.	Apr-19	Leases are in place and cafes provide an inclusive space which is welcoming to a diverse range of visitors.	Queen's Park & Constabulary Manager	Contribute to a flourishing society - 2,3,4.
			Commence engagement and consultation activities.	June-20	The cafes are an integral part of the Heath experience and support the achievement of the Outcomes.		
			Tender process carried out and leases granted. Service standards and monitoring process embedded in AWP.	Sep-20	Delivery of longer leases which will enable tenants to make investment in the business. The cafes provide an inclusive space which is welcoming to a diverse range of visitors.		
Links to other Outcomes: A, B & D							
Links to other Priorities: 3, 4, 7, 8, 9 & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business
D DP3	8	Wild about Hampstead Heath Wild about Hampstead Heath (WaHH) is Heath Hands' nature interpretation project that gives visitors the opportunity to discover and learn about the wildlife on our green spaces. The project delivers a range of free informal learning activities and events across Hampstead Heath and the Kenwood Estate. WaHH was initially launched as a 3 year project by the RSPB in 2012 and initially supported by a HLF Grant. Since 2015 the WaHH Project has been successfully delivered by Heath Hands.	2, 500 visitors engage with the WaHH on an annual basis.	Apr-19	A diverse range of visitors have a greater understanding of nature conservation and habitat management. Visitors are more informed about how the Heath is managed and conserved.	Heath Hands Projects and Volunteer Manage	Contribute to a Flourishing Society & Shape Outstanding Environments - 2,3,4,10.
			Project Assistant recruited to help deliver the project.	Jul-19	People feel connected to the Heath and feel more confident to get involved in volunteering activities.		
Links to other Outcomes: A, B & C							
Links to other Priorities: 1, 2, 3, 4, 5, 7, 9 & 10							
D DP4	7	Engagement, Consultation & Communications Strategy Development of a strategy and policy to provide clarity, improved ways of working and delivery of services.	A strategy has been developed, agreed and implemented across the Heath.	Apr-19	Visitors have a clear understanding of the information shared. Information is timely, concise, relevant and supports the delivery of Outcomes.	Leisure & Events Manager	Contribute to a Flourishing Society, Support a Thriving Economy & Shape Outstanding Environments - 3,4,5,8,10, 11, 12.
			Stakeholder mapping completed to inform engagement and communications plan.	Oct-19	Communications are relevant and reach a wide range of people.		
			Develop a proposal for engagement through a Heath Forum	Jun-20	A proposal is shared, discussed and understood and participation by a diverse range of stakeholders is supported.		
			Heath Forum established in order to engage, consult and communicate with a wide range of Heath visitors, users and partners.	Jun-21	A diverse range of people have a voice and are involved in the Heath community.		
Links to other Outcomes: A, B & C							
Links to other Priorities: 1, 2, 3, 4, 5, 6, 8, 9 & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business
D DP5	10	Efficiencies and Investment Plan Identify and develop efficiencies to deliver savings.	A review of the service has been carried out to identify effective ways of working and opportunities to deliver efficiencies.	Jul-19	Responsible management of resources ensures that a sustainable service is delivered and the Heath continues to be cared for in an appropriate way.	Business Manager	Shape Outstanding Environments - 11,12
			Identify and develop an income generation strategy.	Oct-19			
Links to other Outcomes: A, B & C							
Links to other Priorities:							
D DP6	10	Maximise opportunities for web based and contactless payment systems Provide online, contactless and pay by phone payment opportunities. Provide mobile applications for filming, bookings and information sharing.	Multiple methods for payment and booking are available.	Jul-19	Visitors are able to have convenient access to bookings, information and facilities.	Business Manager	Support and Thriving Economy & Shape Outstanding Environments - 8, 9
			Pay by Phone embedded to replace cash/card payments at Hampstead Heath car parks.	Apr-21	Management information is available to aid reporting and decision making.		
Links to other Outcomes: A & B							
Links to other Priorities:							

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Pipeline Projects for coming years, which are at a formative stage			
Outcome	Priority	Project	Year
D	7	Youth Engagement Forum for the Heath.	2020/21
D	7 & 10	150 Anniversary of the 1871 Hampstead Heath Act – Celebration.	2020/21
A	2	Heritage Strategy – Management Plan- Listed structures, buildings etc.	2020/21
A	1	Hampstead Heath Ponds – Future ecological Surveys.	2021/22
B	4	Peggy Jay Centre Playground refurbishment.	2020/21
A	3	Developing guiding principles for cycling & angling.	2020/21
C	5	Improved security at vehicle entrances at Parliament Hill and Golders Hill Park.	2021/22

Transition Sheet - Project Record Schedule

Original Ref	New Ref	Detail	Update	Year	Comments
1.1	A DP1	Implementation of the Hampstead Heath Management Strategy.		2019/20	
1.2		Hampstead Heath Ponds Project landscaping, habitat establishment and management.	Moved to AWP CE-CW1	2019/20	
1.3	A DP2	Hampstead Heath Ponds and Wetlands Strategy.		2020/21	
1.4	DP 5	Continue to Implement Strategies that direct and support the outcomes and priorities for the Management of Highgate Wood, Keats House and Queen's Park.		2019/20	
1.5	A DP2	Highgate Wood Conservation Management Plan.	Incorporated into DP5	2019/20	
1.6	A DP3	Veteran and Ancient Tree Protection		2019/20	
1.7		Protections of Veteran Trees - Tree Forum - Engagement with neighbouring Boroughs to adopt guidance.	Moved to AWP TT-PR1		
1.8	A DP7	Bio-security Management.	Also referenced in AWP TT-PR2		
1.9		Kenwood Yard resurfacing	Completed 2017/18		
1.10	DP1	Keats House CIL project.		2019/20	
1.11		Improve security at vehicle entrances at Parliament Hill Fields and Golders Hill Park.	Moved to Pipeline Projects	2021/22	
1.12	A DP4	Asset Management Plan for Hampstead Heath.		2019/20 2020/21 2021/22	
1.13	DP2	Highgate Wood Roman Kiln Project.		2020/21 2021/22	
2.1	A DP5	East Heath Car park resurfacing and drainage improvements.		2019/20	
2.2	D DP1	Waste Management		2019/20 2020/21 2021/22	

Transition Sheet - Project Record Schedule

Original Ref	New Ref	Detail	Update	Year	Comments
2.3	C DP1	Access Audit and landscape improvements.		2019/20 2020/21 2021/22	
2.4	DP3	Queen's Park sandpit and toilets		2019/20	
3.1	DP3	Queen's Park sandpit refurbishment	Integrated into DP3		
3.2	D DP2	Development of volunteering opportunities across the Division		2019/20	Cycling & angling - Pipeline project
3.3	D DP4	Engagement, Consultation and Communications Strategy.		2019/20	
3.4	B DP2	Develop a Play Strategy		2019/20	
3.5	B DP3	Develop the Events Strategy		2019/20	
3.6	A DP6	Development of guiding principles for visitor services across all sites		2019/20	Peggy Jay Playground - Pipeline project
3.7	B DP4	Review and development of Golders Hill Park Zoo.		2019/20 2020/21 2021/22	
3.8		Redevelopment of the Queen's Park Children's Farm	Completed 2018/19		
3.9		Bench dedication and sponsorship project.	Moved to AWP SS-PR7		
3.10	B DP5	Development of the Adventure Playground.		2019/20	
3.11		Review and update entrance signage across the Division.	Moved to AWP COM-PR5		
3.12		Develop the Hive.	Project Closed linked to B DP7		
3.13	DP4	Keats 200 Celebration.		2019/20 2020/21	
3.14	B DP1	Project 3.5 duplicated. Culture moved to 3.14.		2020/21	
4.1	B DP6	Health & well-being - Development of a Sports Strategy.		2019/20	
4.2		OS Dept Water Safety Policy.	Moved to AWP OS-CW14		
4.3		Café and catering provision across the Division.	Integrated into C DP2		

Transition Sheet - Project Record Schedule

Original Ref	New Ref	Detail	Update	Year	Comments
4.4	C DP3	Promote social, environmental and economic outcomes for the Heath cafes.		2019/20 2020/21	
4.5	B DP7	Develop a Master plan for optimising facilities at Parliament Hill.		2019/20 2020/21 2021/22	
5.1	D DP5	Efficiencies and investment plan.		2019/20	
5.2	D DP6	Maximise opportunities for web based and contactless payment systems.		2019/20	
5.3	A DP1	This forms part of the review and implementation of the Management Strategy - 1.1, now A DP1	Embed Divisional Management Framework into ways of working, incorporated into A DP1	2019/20	
5.4		Working Arrangements Review.	Completed 2017/18		
5.5	D DP7	Ensure the health and welfare of our skilled and motivated staff.		2019/20 2020/21 2021/22	
New Project	A DP7	Bio-Security.	New Project	2019/20 2020/21 2021/22	
New Project	A DP8	Monitor Development which may impact upon the Heath.	New Project	2019/20 2020/21 2021/22	
New Project	D DP8	Ensure the Divisions Fleet is Ultra Low Emissions Zone (ULEZ) compliant by 2021.	New Project	2019/20 2020/21 2021/22	

Queen's Park - Cyclical Works - (QP-CW)

Ref	Location	Details of Proposed Work: Jan 2019 - Mar 2020	Timing of work	Who is Responsible	Link to QP Mgmt. Plan
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 Works - (QP-CW)

Ref	Location	Details of Proposed Work: Jan 2019 - Mar 2020	Timing of work	Who is Responsible	Link to QP Mgmt. Plan
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

Queen's Park - Cyclical Works - (QP-CW)

Ref	Location	Details of Proposed Work: Jan 2019 - Mar 2020	Timing of work	Who is Responsible	Link to QP Mgmt. Plan
		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
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

Queen's Park - Cyclical Works - (QP-CW)

Ref	Location	Details of Proposed Work: Jan 2019 - Mar 2020	Timing of work	Who is Responsible	Link to QP Mgmt. Plan
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
		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

Queen's Park - Cyclical Works - (QP-CW)

Ref	Location	Details of Proposed Work: Jan 2019 - Mar 2020	Timing of work	Who is Responsible	Link to QP Mgmt. Plan
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
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

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CRITERIA FOR EVENTS

Application Number and Event Name	Date of Event	1. Aligns with QP CMP and Strategic Outcomes	2. Appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts 1 and 2	3. High Quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event	4. Sustainable and based on a strong business case	5. Quality and memorable experiences for visitors and participants that connect people with Queen's Park and the local community	6. Identifies and delivers added value Social Inclusion	7. Promotes values of shared stewardship and collective responsibility
QPE1 Literary Festival	29 & 30 June 2019	Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the site's other values.	Zone B Event incl. set up and take down is 3 days Event will take place in area around Bandstand	A weekend of spoken word events featuring authors, journalists and artists in 3 marquees and smaller tents. Event Plan TBC	This is the second year of the reformatted Literary Festival. A strong planning team aim to deliver a bigger and better event in 2019.	From feedback received, it is evident that this was an event enjoyed by the local community in 2018. Visitors would like to see it return in 2019	The event is open to all ages, etc with some ticketed and some free events. It's well publicised in the community.	The event management team of 2018 ensured effective communication with the City of London, taking note of considerations when preparing for and delivering the event. As well as the event planning team, a strong team of volunteers ensured the area remained free of waste and debris.

CRITERIA FOR EVENTS

Application Number and Event Name	Date of Event	1. Aligns with QP CMP and Strategic Outcomes	2. Appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts 1 and 2	3. High Quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event	4. Sustainable and based on a strong business case	5. Quality and memorable experiences for visitors and participants that connect people with Queen's Park and the local community	6. Identifies and delivers added value Social Inclusion	7. Promotes values of shared stewardship and collective responsibility
QPE2 Shakespeare in the Squares	22-Jun-19	Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the site's other values.	Zone B Event incl. set up and take down is 1 day. Event takes place in the Quiet Garden.	A Midsummer Night's Dream', which will be set in the 1920s and feature magic, circus and moonlight. Event Plan TBC	This is the fourth year of this event. Attendance in previous years has been very good with the event selling over 200 hundred tickets in 2018.	From feedback received, it is evident that this was an event enjoyed by the local community in previous years. Visitors would like to see it return in 2019	The event is open to all ages, etc . It is ticketed. It's well publicised in the community.	The event management team of 2018 ensured effective communication with the City of London, taking note of considerations when preparing for and delivering the event. The event team ensured the area remained free of waste and debris.

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Application Number and Event Name	Date of Event	1. Aligns with QP CMP and Strategic Outcomes	2. Appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts 1 and 2	3. High Quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event	4. Sustainable and based on a strong business case	5. Quality and memorable experiences for visitors and participants that connect people with Queen's Park and the local community	6. Identifies and delivers added value Social Inclusion	7. Promotes values of shared stewardship and collective responsibility
QPE3 John Parnham Fun Fairs	24th to 28th May, 2 day break 29th and 30th, reopen 31st May to 2nd June	Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the site's other values.	Zone B event incl. set up and take down is 8 days. Rides will be in park for 10 days but operating for 8 days. Event takes place on Main Field.	Although weather dependant, a welcomed addition to the Park over the Whitsun break. Provider ensures H & S compliance with detailed RA and Insurance	This event has been held in the park for a number of years. Compliments are generally positive.	From feedback received, it is evident that this was an event enjoyed by the local community in previous years. Visitors would like to see it return in 2019	Suitable for younger children, bringing them in to the open space and encouraging them to explore the outdoor space and it's other facilities.	A well organised event which brings pleasure to younger visitors. Apart from rides which form part of the Queen's Park Day event, this is the only occasion children's rides are in the park.

CRITERIA FOR EVENTS

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QPE4 Queen's Park Day	15-Sep-19	Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the site's other values.	Zone A and B Set up and take down is 2 days. Event takes place in Areas A and B across the Park.	Estimated attendance numbers 14,000 - 17,000. The event is well planned with a strong team of volunteers working to deliver the event each year. Event Plan TBC	Queen's Park Day is a self-funding community event. The event has been running in excess of 30 years and is a well received community focused event. Queen's Park Day is a traditional village fete – cake and jam competitions, donkey rides and arena events. Stall holders and visitors to the event compliment the organisers on their planning, delivering a well organised event.	Feedback received, it is evident that this was an event enjoyed by the local community in previous years. Visitors would like to see it return in 2019	This is an event which brings the community together, catering for all ages and all tastes. Individual stalls as well as offering their goods, promote good causes and spread the word about local events.	An event which is very much focused on the community of Queen's Park. A strong team of volunteers delivers the event, with the support of the City of London and the Queen's Park Team.

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QPE 5 Bandstand Performance	Sundays in June - August 2019, Dates TBC	Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the site's other values.	Zone A - Bandstand	A programme of musical entertainment organised by the City of London on the Bandstand over the summer months.	These performance have been taking place on the Grade 2 listed Bandstand for many years and are a welcomed addition to the Park entertainment programme. These performances are offered free of charge.	From feedback received and attendance, it is evident that this was an event enjoyed by the local community in previous years. Visitors would like to see it return in 2019	The musical performance is open to all ages, and is free of charge. It's well publicised in the community.	These performance are organised by the City of London

CRITERIA FOR EVENTS

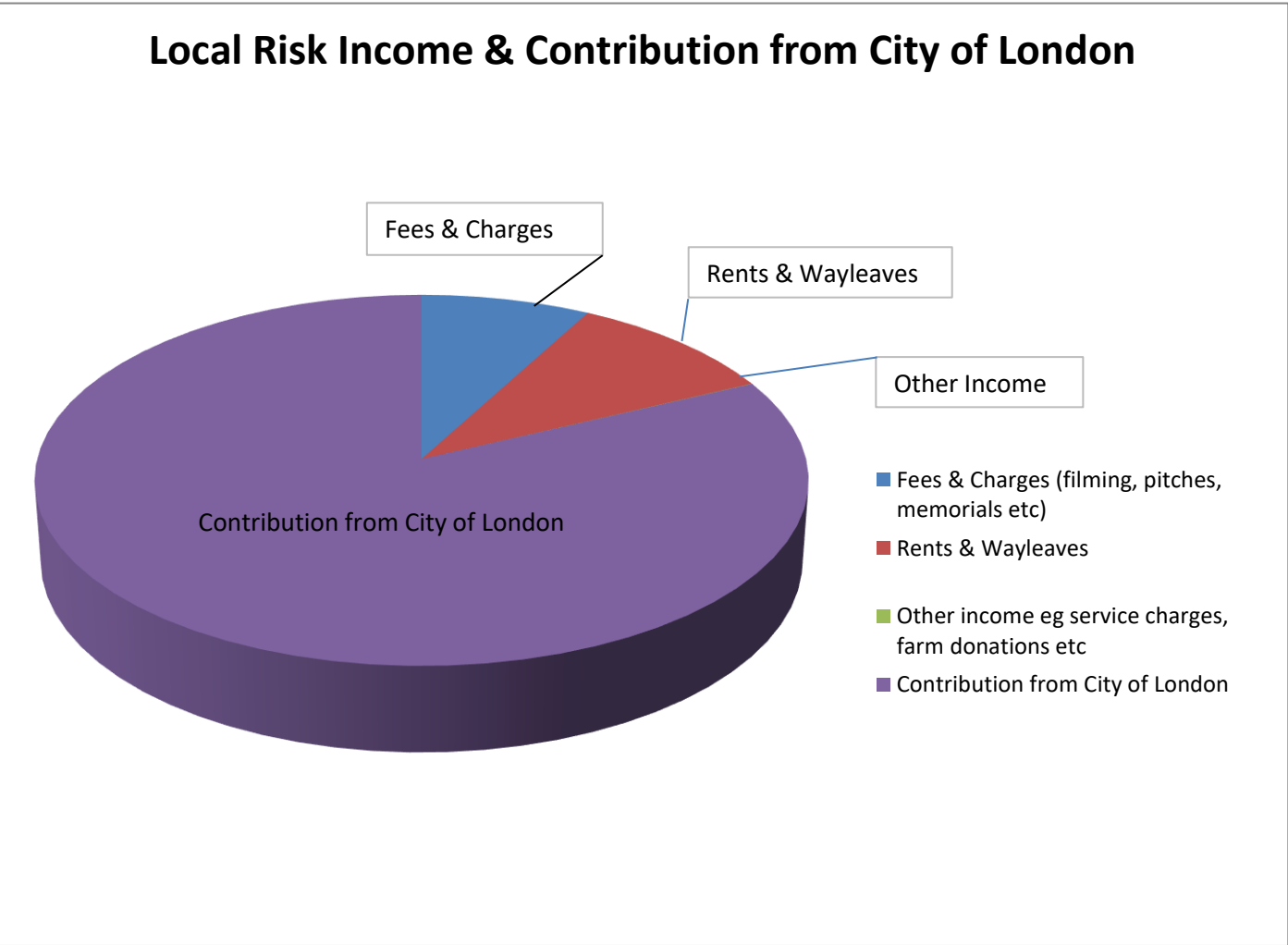
Application Number and Event Name	Date of Event	1. Aligns with QP CMP and Strategic Outcomes	2. Appropriate for the proposed location and complies with the Open Spaces Departmental Events Policy Parts 1 and 2	3. High Quality and includes an event plan which sets out minimum standards for achieving a successful, safe and well-executed event	4. Sustainable and based on a strong business case	5. Quality and memorable experiences for visitors and participants that connect people with Queen's Park and the local community	6. Identifies and delivers added value Social Inclusion	7. Promotes values of shared stewardship and collective responsibility
QPE 6 Childrens Entertainment	Aug-19	Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the site's other values.	Zone C - Field of Hope	A programme of childrens entertainment organised by the City of London on the Field of Hope on Mondays and Fridays in August.	These performance have been taking place for many years and are a welcomed addition to the Park entertainment programme. These performances are offered free of charge.	From feedback received and attendance, it is evident that this was an event enjoyed by the local community in previous years. Visitors would like to see it return in 2020	The entertainment is aimed at the younger audience and is free of charge. It's well publicised in the community.	These performance are organised by the City of London

2018/19 (as at 28 Feb) Local Risk Income & Contribution from City of London

Queens Park

	Actuals
Fees & Charges (filming, pitches, memorials etc)	£41,700
Rents & Wayleaves	£52,623
Other income eg service charges, farm donations etc	£121
Contribution from City of London	£432,963

BREAKDOWN OF LOCAL RISK ACTUAL INCOME



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