



Hampstead Heath, Highgate Wood and Queen's Park Committee

- Date:** WEDNESDAY, 24 FEBRUARY 2021
- Time:** 4.00 pm
- Venue:** VIRTUAL MEETING (ACCESSIBLE REMOTELY)
- Members:** Anne Fairweather (Chair)
Karina Dostalova (Deputy Chairman)
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Alderman Gregory Jones QC
Deputy Edward Lord
Wendy Mead
Ruby Sayed
Deputy John Tomlinson
William Upton QC
Caroline Haines (Ex-Officio Member)
Oliver Sells QC (Ex-Officio Member)
Yianni Andrews (Royal Society for the Protection of Birds)
John Beyer (Heath & Hampstead Society)
Chris Byers (English Heritage)
Councillor Richard Cornelius (London Borough of Barnet)
Adeline Siew Yin Au (Ramblers' Association)
- Enquiries:** Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:

https://youtu.be/_RVRzzbAgRg

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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 7 January 2021.

For Decision
(Pages 1 - 6)
4. **HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**
To receive the draft public minutes of the Hampstead Heath Consultative Committee meeting held on 25 January 2021.

For Information
(Pages 7 - 18)
5. **FRONT LINE WORK UPDATE**
Member of the Heath Team to be heard.

For Information
6. **ANNUAL REVIEW OF TERMS OF REFERENCE**
Report of the Town Clerk.

For Decision
(Pages 19 - 22)
7. **SUPERINTENDENT'S UPDATE**
Report of the Director of Open Spaces.

For Decision
(Pages 23 - 36)
8. **FEES AND CHARGES 2021-22 & 2022-23**
Report of the Director of Open Spaces.

For Decision
(Pages 37 - 92)
9. **MANAGEMENT FRAMEWORK**
Report of the Director of Open Spaces.

For Decision
(Pages 93 - 142)
10. **OPEN SPACES DEPARTMENT BUSINESS PLAN FOR 2021/22**
Report of the Director of Open Spaces.

For Information
(Pages 143 - 150)

11. **CWP 2021/22 UPDATED BID REPORT**

Report of the City Surveyor.

For Information
(Pages 151 - 164)

12. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 165 - 166)

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

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

Part 2 - Non-Public Agenda

15. **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

16. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 7 January 2021.

For Decision
(Pages 167 - 168)

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

18. **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 Thursday, 7 January 2021

Minutes of the virtual meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on Thursday, 7 January 2021 at 4.00 pm

Present

Members:

Anne Fairweather (Chair)
Karina Dostalova (Deputy Chairman)
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Alderman Gregory Jones QC
Wendy Mead
Ruby Sayed
Deputy John Tomlinson
Caroline Haines (Ex-Officio Member)
John Beyer (Heath & Hampstead Society)
Richard Cornelius (London Borough of Barnet)

Officers:

Colin Buttery	-	Director of Open Spaces
Bob Warnock	-	Superintendent of Hampstead Heath
Katherine Radusin	-	PA to Superintendent of Hampstead Heath
Alison Bunn	-	Head of Facilities Management, City Surveyor's Department
Mark Jarvis	-	Head of Finance, Chamberlain's Department
Gerry Kiefer	-	Department Business Manager, Open Spaces Department
Richard Gentry	-	Constabulary and Queen's Park Manager
Declan Gallagher	-	Operational Services Manager
Yvette Hughes	-	Business Manager Hampstead Heath
Paul Maskell	-	Leisure and Events Manager
Kristina Drake	-	Media Team, Town Clerk's Department
Leanne Murphy	-	Town Clerk's Department

1. APOLOGIES

Apologies were received from William Upton QC, Deputy Edward Lord, Chris Byers, Adeline Siew Yin Au and Yianni Andrews.

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 25 November 2020 were approved as a correct record.

Covid-19 update

The Superintendent provided an update relating to issues and matters concerning the Covid-19 pandemic. The Superintendent highlighted the importance of the Open Spaces following the announcement of the third National Lockdown and Officers were anticipating another very busy weekend across the Open Spaces. Managing the heavily used public toilets and keeping them safe was a significant issue.

A programme of works and recovery programmes would be included in the Annual Work Programme which would take several years to complete. It was also noted that following Committee approval of a professional dog walking licensing scheme at the last meeting, Officers had a useful meeting with the recently set up Hampstead Professional Dog Walking Association, which took place in December. The next step was an Expression of Interest to gather further data on dog walker numbers at the Heath. This information would assist the development of the detail of the scheme and the applications.

A Member was concerned regarding the Queen's Park Toilet project which was not accounted for in the proposed budget and requested an update. The Superintendent confirmed that whilst the Project received Gateway 2 clearance from this Committee and the Projects Sub Committee, the Project has been deferred twice by the Resource Allocations Sub Committee (RASC) and was not included when the projects were reprioritised. Subsequently, funds of £30k have been allocated in the Cyclical Works Programme (CWP) to cover maintenance works.

In response to a query regarding accessibility, it was noted that there were two accessible toilets available. Officers were looking at options in relation to a safeguarding around accessing the toilets from the children's sandpit. The Chair confirmed a full update on all capital projects that went to RASC would come to the next Committee meeting.

4. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2021/22**

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 2021/22 for the Open Spaces Department.

The Chamberlain set out the revenue position stating that there were three main changes from the current year: 1) a reduction in the Local Risk Budget totalling £660k which was mostly in relation to the 12% savings figure agreed at Resource Allocation Sub Committee (RASC) in December; 2) a reduction in the planned Cyclical Works Programme (CWP) totalling £732k; and 3) a reduction in the cost of support services totalling £249k. Overall, this totalled a decrease of £1.624M compared with the 2020/21 budget.

The Superintendent summarised the proposed budget savings for Hampstead Heath, Highgate Wood and Queen's Park. These included reviewing staffing

arrangements, operational efficiencies, commercial licensing opportunities, donations, new events, a change to an online only Heath diary, and a number of operational reviews.

In response to a query from the Chair requesting the rationale behind the substantial reduction of the CWP as a result Covid-19, the City Surveyor confirmed this was twofold. The aim was to transfer to a new CWP approach to reduce the backlog going forward; and additionally, Covid-19 had delayed works, as during the first National Lockdown in 2020 site access was not possible for a period of 3 months. It was noted that all urgent health and safety and business critical projects were included in the 2021/22 bid and it was expected that normal funding would resume for the 2022/23 bidding round.

The Chair questioned, if works could not take place for three months, then why was there not more money in the budget instead of less. The City Surveyor confirmed there was no resource issue, the money was transferred across. As a consequence, less money was requested this year so that the funds could be used in 2022/23.

Concerning the Climate Action Capital programme, the Director of Open Spaces clarified this was a bid for the Open Spaces Department as a whole for a six-year period. The first two years of funding would mostly support planned tree planting at Epping Forest.

Members made the following comments:

- The Deputy Chairman felt that the reduction of £1.6M, at a time when there had been a 5-fold increase in footfall, was outrageous and unworkable. Whilst the 12% decrease had been reasonably agreed in RASC the additional cuts from the CWP coming at the same time was not thought through or acceptable.
- The Deputy Chairman added that references to the £2M Climate Action Funding were misleading.
- It was acknowledged that the Heath in particular had come under significant wear and tear in the last year due to overwhelming visitor numbers and Members were concerned that there would be significant health and safety issues if works normally covered under the CWP were delayed.
- The Superintendent was commended for the savings that had been achieved under significant pressure, but there was significant concern for frontline staff trying to deal with the increasing effects of five times as many people visiting the City Corporation's Open Spaces. Whilst it was agreed that a reduction on the budget would inevitably come, the 12% cut was considered to be inappropriate at a time when more spending was required.

- There was concern regarding the reduction of the budget for centrally funded Apprentices, especially at a time of huge impact on youth services and support.
- A Member voiced a health and safety concern regarding the slippery paths at the Heath which would get worse with high numbers at the weekend. It was not felt to be fair to put safety responsibilities on management.
- The Committee noted the proposed 2021/22 revenue budget and reflected concern that reaching the 12% savings in local risk would be difficult with the current Covid-19 restrictions on revenue generation opportunities and the increasing pressure on Officer workload and capacity.
- With regard to the CWP, the Committee was concerned that the increased footfall on the Heath has created further issues to the fabric of the Heath which should be addressed through this programme. The 50% cuts at this time subsequently had a significant impact on the Open Spaces and the Committee therefore requested that this be reconsidered to address these health and safety issues.
- A Member did not agree with the halving of the CWP and felt that procrastinations in necessary work would result in higher costs in the long-term.
- Members were informed that there was a programme to achieve the necessary savings but the added pressures on Officers meant there could be delays in achieving these savings. It was also noted that income generation opportunities were restricted due to Covid-19 restrictions.
- The Director of Open Spaces indicated that it was essential to approve a balanced budget in the timeline before the start of the financial year. The Director encouraged the Committee to consider approving the budget and refer concerns about the CWP and other matters to RASC separately to allow the financial year to start with an agreed budget. This could be reviewed and changed as the year progresses.
- A Member highlighted that Borough Councils were facing similar financial cuts as the City Corporation, e.g. nearly every budget in Barnet Council was cut by 50%. It was therefore difficult to vote against the 12% cut as these financial pressures would remain and the Member felt the Director's compromise to be a good solution.
- The Chair suggested taking each of the recommendations separately for Members to vote on:
 - (i) *review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's proposed revenue budget for 2021/22*

for submission to the Finance Committee - Members unanimously (with the exception of one abstention) did not support this recommendation.

(ii) review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's capital and supplementary revenue projects budgets for 2021/22 for submission to the Finance Committee – Members supported and approved the current projects listed with the expectation there would be an opportunity to review other projects for inclusion at a later meeting.

(iii) authorise the Chamberlain in consultation with the Director of Open Spaces to revise these budgets to allow for any further implications arising from Corporate Projects, changes to the Cyclical Works Programme, and re-alignment of budgets emanating from the new 'Target Operating Model' – A revision of the wording was recommended to include the Chair and Deputy Chairman to ensure Member's views were included in budget revision decisions.

(iv) agree that minor amendments for 2020/21 and 2021/22 budgets arising during budget setting be delegated to the Chamberlain - Members unanimously (with the exception of one abstention) did not support this recommendation.

- Members ultimately agreed that they did not support the Committee's current proposed 2021/22 revenue budget and requested that a resolution be sent to RASC to ensure full understanding of the issues since the 12% savings figure was agreed and its joint impact on Open Spaces in combination with significant cuts in CWP funding.

RESOLVED - That:-

- An urgent resolution be made to the Resource Allocation Sub Committee highlighting Member's concern and feedback regarding the proposed 2021/22 Hampstead Heath, Highgate Wood and Queen's Park Committee revenue budget for submission to the Finance Committee;
- Members review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's capital and supplementary revenue projects budgets for 2021/22 for submission to the Finance Committee and review other projects at a future Committee meeting;
- Members authorise the Chamberlain, in consultation with the Director of Open Spaces, the Chair and Deputy Chairman of Hampstead Heath, Highgate Wood and Queen's Park Committee, to revise these budgets to allow for any further implications arising from current pressures on the Open Spaces, Corporate Projects, changes to the Cyclical Works Programme, and re-alignment of budgets emanating from the new 'Target Operating Model'.

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

There were no questions.

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

There were no items.

7. **EXCLUSION OF THE PUBLIC**

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

8. **NON-PUBLIC MINUTES**

RESOLVED, that the non-public minutes of the meeting held on 25 November 2020 were approved as a correct record.

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

There were no questions.

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

There were no items.

The meeting ended at 5.37 pm

Chairman

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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 25 January 2021

Minutes of the virtual meeting of the Hampstead Heath Consultative Committee held on Monday, 25 January 2021 at 5.30 pm

Present

Members:

Anne Fairweather (Chair)
Karina Dostalova (Deputy Chairman)
Ray Booth (Barnet Mencap)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
John Etheridge (South End Green Association)
Mathew Frith (London Wildlife Trust)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Dr Gaye Henson (Marylebone Birdwatching Society)
Simon Hunt (Open Spaces Society)
Helen Payne (Friends of Kenwood)
Thomas Radice (Heath and Hampstead Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Richard Sumray (London Council for Recreation and Sport)
Simon Taylor (Hampstead Rugby Club)
Simon Williams (Vale of Health Society)

In Attendance:

Rob Shakespeare - Principal Curator, Keats House

Officers:

Colin BATTERY - 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
Jonathan Meares - Highgate Wood, Conservation & Trees Manager
Declan Gallagher - Operational Services Manager, Hampstead Heath
Yvette Hughes - Business Manager, Hampstead Heath
Paul Maskell - Leisure and Events Manager, Hampstead Heath
Alison Bunn - Assistant Director Facilities Management, City Surveyors
Leanne Murphy - Town Clerk's Department

1. APOLOGIES

Apologies were received from Cindy Galvin, John Weston, David Walton, Steve Ripley, Ellin Stein, Harunur Rashid and Sharlene McGee.

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

There were none.

3. **MINUTES**

The public minutes of the meeting held on 19 October 2020 were approved as a correct record subject to a typo.

Matters arising

150th Anniversary of the Hampstead Heath Act

Members received an update from Rob Shakespeare, Principal Curator, and the following comments were made:

- The main 150th Anniversary community event is provisionally held for 29 June 2021. The Anniversary will be an opportunity to explore important issues including the impact of the Act, conservation, preservation and engagement with the Heath.
- Two displays are being progressed; a temporary outdoor display consisting of 9 monoliths which will be situated on the Heath during June-July, and a series of permanent signboards which are being designed in partnership with the Heath & Hampstead Society.
- The local community and stakeholders will be consulted regarding the plan and outline content in February.
- A joint logo and communications plan are in development to enable a community partnership approach to the celebrations.
- It is hoped a national perspective would emerge from the online programme, local media coverage and community events.
- The Chair highlighted that emphasis should be placed on the Hampstead Heath charity and hoped the anniversary would be an opportunity to underline the importance of the registered charity.

Victorian gate and display board

Officers agreed to follow up with the interested Member offline regarding possible use of the gate. The previous City Skyline display board from the top of Kite Hill has been offered to the Museum of London.

4. **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MINUTES**

The public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHWQPC) meeting held on 7 January 2021 were received.

5. **SUPERINTENDENT'S UPDATE**

Members considered an update report of the Superintendent regarding Hampstead Heath and the following comments were made:

COVID response

- The Superintendent stated that the overriding priority during the current lockdown was to keep the City Corporation's Open Spaces open, safe and as accessible as possible. There had been an increase in the number of staff shielding and testing positive for COVID. The primary issue at the Heath remains the significantly increased footfall and resulting compaction and ground erosion. Staff are undertaking waste

collections very early in the morning as paths are very busy during the day.

Constabulary

- Members were informed that despite there being no New Year's Eve fireworks display, approximately 500 people gathered at the Parliament Hill viewpoint.
- The Constabulary have continued to Engage, Explain, Encourage and Enforce in relation to antisocial behaviour, cycling on non-designated paths and dog control.
- An online assessment through the Civil Aviation Authority is now required concerning the use of drones and the Heath's drone policy will be updated accordingly. Drones remain unpermitted at the Heath.
- With regard to Fixed Penalty Notices (FPNs), Members were advised that Officers were working with colleagues across the City Corporation to embed an FPN Scheme.
- A new Heath Radio system is being investigated. The St Columba Radio Mast lease will expire in Autumn 2021 and renewal is not possible.
- In response to a query from a Member (Highgate Society) concerning whether the mast could be removed, Officers confirmed that enquires would be made.

Savernake Bridge

- Members noted the existing and proposed plans, artists impressions and photographs for the new scheme provided in Appendix 1 which would realign the bins and posts and open up the area to make it more welcoming. New wooden fencing and gates would replace the current metal structures in line with the work to paths and entrances elsewhere on the Heath.
- Officers are working in collaboration with the London Borough of Camden and Heath Hands to introduce cycle parking, bridge artwork and planter improvements.
- A Member (Dartmouth Park Conservation Area Advisory Committee) noted that from the Camden side, there was no indication that the bridge led to the Heath and recommended introducing a finger point/notice board with a map to make this clearer. It was also suggested that the nearby Primary School could get involved with the project.
- A Member (Friends of Kenwood) felt this project was not a priority over other projects needed on the Heath and that relocating the sign board

was not necessary. Officers confirmed that relocating the sign board would provide a better view onto the Heath and shield the Hive building.

- A Member (Heath & Hampstead Society) confirmed that the Heath and Hampstead Society agreed with the improvements, planting and replacement to wooden fencing and gates.

Playgrounds

- The Superintendent noted a letter received from a local young resident (Appendix 2) regarding proposals to extend the age range at the Heath Extension Playground and improve accessibility. Officers have met with the local resident on site to discuss their initial ideas and a Landscape Architect has been engaged. The next steps are to meet online with local Stakeholders to scope the development of the playground.
- It was noted that the local resident has already engaged in fundraising activities to help fund the project and has worked to gather support from the local community. Members complimented the local resident on their hard work and saw this as a great example of how young people could get involved in caring for the Heath. It was hoped this initiative could be built on to bring in young people on other projects.
- A Member (Hampstead Garden Suburb Residents' Association) voiced concern over the increase in age use for the playground as the space was designed to give small children a safe space to play. The Superintendent confirmed that the space was large, and that the proposals were to extend the age range to up to 12 years.
- In response to a question concerning the character of the equipment Officers confirmed that new equipment would align with the Heath and the play principles. Natural materials and features would be used to complement the setting, rather than bold bright colours.

Health Connections

- Members were advised that exploratory talks had taken place to develop an initiative to map the facilities and activities available on the Heath, and to build connections with local Clinical Commissioning Groups, charities and Partners to improve the health and wellbeing of the local community.
- It was noted that the Sports Advisory Forum welcomed and supported the proposals.
- A Member (Highgate Society) highlighted the elderly as an important group and queried if local resident/care homes could be included. The Chair noted that the Heath had mobility scooters that could be a helpful resource.

- Officers hoped the initiative could be integrated with the annual “Give it a Go” event to promote health and wellbeing. It was noted that Hand Hands and Camden Council were heavily involved.
- A Member (Barnet Mencap) highlighted Social Prescribers in GP Practices. The Chair encouraged Members to suggest any local connections that could be involved in Health Connections initiative.

Professional Dog Walking

- The Superintendent confirmed that correspondence had been received from many professional dog walkers and their clients. A meeting with the newly formed Hampstead Professional Dog Walking Association took place in December 2020 and Officers were working on an Expression of Interest Form to gain further information around the split between full and part time professional dog walkers who would wish to apply for a licence.

Contractors & Maintenance

- Members were informed that gas line replacement works would take place on the Heath from March 2021, with a programme of 6-8 weeks.
- The toilets at Parliament Hill have been refurbished. Works at the toilets in the Traditional Playground are due to be completed by 12 February 2021.
- Works at the East Heath Car Park have been postponed until April due to the very wet ground conditions.
- Funding has been sourced and investigations have begun this week concerning the Lido leak. Further exploration will continue, but Officers are optimistic that the source of the leak has been identified.

Capital projects

- The project concerning the accessibility, safety and security of the three Bathing Ponds and Lido is being progressed to Gateway 2.
- The Athletics Track Reconstruction Project has not been approved for Capital Funding and is deferred/ on a reserve list should funding become available. It was noted that the Track surface was still compliant with the TrackMark Accreditation but would need to be replaced in the near future to retain the accreditation.
- The Hampstead Heath Pergola superstructure repair and replacement bid was also deferred/on a reserve list should funding become available.

Planning

- **Telecoms Mast (outside Ivy House).** The appeal was dismissed on 12 January 2021.
- **108 South Hill Park.** A decision by Camden Council is pending.
- **55 Fitzroy Park.** Camden Council is still to determine the planning application.

Events

- The Leisure and Events Manager stressed the uncertainty and difficulties in planning and preparing any events for 2021 due to the pandemic. Officers will take a flexible approach and work with event organisers to facilitate events where possible.
- The Affordable Art Fair event organisers are currently planning September dates, although these remain subject to COVID guidelines.
- The event organisers for the Night of 10k Personal Bests are in discussion with UK Athletics and will confirm this week if the event will take place in 2021.
- The English National Cross Country Championship has been postponed and the event organisers are considering if an Autumn event will be possible. The event organisers have contributed to planned restoration works by donating towards the cost of purchasing grass and wildflower seed mixes for the Heath.

Swimming

- The proposals (Appendix 3) set out plans for swimming during Spring/Summer/Autumn 2021. The proposals have been compiled to comply with Social Distancing and Tier 4 regulations, which were in place in December 2020. The proposals will be reviewed and amended ahead of implementation following updated Government Guidance.
- Feedback from the Swimming Forum and Sports Advisory Forum included reviewing the commencement date of booked sessions to align with the Lido, to offer an open “all-comers” session at the Lido, to consider swim tests for young swimmers at the Bathing Ponds, and retaining a cash payment option.

Financial Implications

- The situation has deteriorated since Christmas and an analysis of the December actuals is taking place to identify the extent of the budget overspend. Income streams are currently very limited, and expenditure

remains high to manage the impact of the high footfall being experienced at the Heath.

- A Member (Highgate Society) congratulated Officers on the phone mast appeal outcome and requested that the appeal document be circulated.
- Following the City Corporation's consultation feedback on the Planning White Paper, the Town Clerk agreed to follow up with the Remembrancer to provide an update at the next meeting on the next steps and to outline what the City Corporation was doing to raise awareness of the condition of its public open spaces and the need for Government to support their maintenance and restoration.
- A Member (Highgate Society) noted changes to the draft London Plan which were required by the Minister and would result in weakening the protection of Green Belt and Metropolitan Open Land and recommended that the City Corporation request clarification on these changes.
- A Member (Friends of Kenwood) queried if the donate page on the Hampstead Heath website was a work in progress as the link currently only took the user to an email address. It was felt this needed more work to encourage donations.
- The Director of Open Spaces confirmed the donations page was launched in December 2020. It would now be possible to donate to individual projects or make general donations via the website. This would take the donator to a giving form rather than an email address. A key aim was to get the message out to the public that the Heath was a charity.
- It was noted that Heath Hands and Kenwood House also had their own donations pages.

RESOLVED – That Members:-

- Provide feedback on the Savernake Bridge outline design proposals (appendix 1);
- Provide feedback on the proposed Swimming arrangement for 2021, as set out in appendix 3.

6. **MANAGEMENT FRAMEWORK**

Members considered a report of the Director of Open Spaces setting out the draft Divisional Plan 2021-2024 and the Conservation and Ecology Annual Work Programme (AWP) 2021-2022 for Hampstead Heath.

Members were advised that Officers had prepared the AWP in November 2020; however, projects were being reprioritised to focus more on recovery and restoration following the announcement of the third National Lockdown. It was

noted that the Heath was incredibly wet with eroded path edges and wide informal trails which would be a significant challenge to recover, with work taking a number of years to achieve this outcome. Restoration works are planned to commence in March/April. Dead hedging will be used to protect areas from compaction and to encourage bramble to recolonise where appropriate.

Members were very concerned by the current poor condition of the Heath and felt that restoration and recovery works should be prioritised over all other work. The Chair noted that Officers were working to produce more data on the footfall numbers at the Heath.

A Member (Dartmouth Park Conservation Area Advisory Committee) recommended the use of hawthorn which is impenetrable. Another Member (Highgate Society) queried if there was scope for volunteers to assist with restoration and recommended using local newspapers and social media to highlight the damage and compaction caused by increased footfall and usage.

Officers confirmed that they were working with the Heath Ecologist and Heath Conservation Supervisor to sequence restoration works. Officers were also considering introducing further wildflower meadows to aid restoration and increase biodiversity. A drone would be used to assess the extent of damage across the Heath.

With regard to a question concerning bringing in more volunteers, the Superintendent confirmed Heath Hands were the primary volunteer Partner. Currently volunteering activities are impacted by social distancing measures but as soon as it was safe to resume volunteering there would be an ambitious programme of work to tackle.

It was noted that enclosing areas for restoration would be challenging when balanced with the fact that space was required to enable visitors to socially distance. A Member (Highgate Conservation Area Advisory Committee) stated that the condition of some areas, e.g. the sunbathing meadow by the Boating Pond, would only recover by fencing it off for some time, and that Heath users needed to be informed as to why it would be necessary.

A Member (London Council for Recreation and Sport) felt, given the impact of COVID and finances, that the strategy should be reviewed in a year to see what if anything needed to be changed around priorities.

A Member (London Wildlife Trust) was reassured that Officers were prioritising recovery and noted the damage to land and ancient woodland flora across London with COVID exposing that there was not enough green space available. The Member felt drone footage would assist the evidence base to show the impact. The Chair agreed as the impacts would affect future costs.

It was suggested that a Government Minister be invited to visit the Heath to understand the damage and pressure on open spaces. The Director of Open Spaces advised that London-wide and National groups were pressing hard for

a green recovery fund from the Government as there was huge concern regarding all open spaces, especially natural environments and conservation sites. This work was being led by Natural England.

Members voiced support of the Chair and Deputy Chairman's stance on the budget reductions given the current condition of the Heath and were supportive that more investment was needed.

With regard to the Divisional Plan, the Superintendent advised that projects had been reviewed and reprioritised towards recovery and restoration. Electric vehicle options were being investigated to ensure the Heath fleet is compliant with the Ultra Low Emissions Zone in October 2021.

Regarding the feasibility study concerning charging payment for access at toilets, a Member (Hampstead Garden Suburb Residents' Association) felt this was a challenging subject and should be properly discussed. Members were advised that the study was a starting point to bring information to the Committee for consideration.

In response to a query from a Member (Dartmouth Park Conservation Area Advisory Committee) concerning the view at the top of Parliament Hill, it was confirmed that the Tree Team would progress work in the AWP to open up the view before bird nesting season.

RESOLVED – That:-

- Members provide feedback on the draft Divisional Plan 2021-2024 (Appendix 1);
- Members provide feedback on the draft Conservation and Ecology Annual Work Programme 2021-2022 (Appendix 2).

7. **FEES AND CHARGES 2021-22 & 2022-23**

Members considered a report of the Director of Open Spaces setting out the proposed fees and charges for a range of sports and services provided at Hampstead Heath, Highgate Wood & Queen's Park for 2021-22 and the proposed fees and charges for Weddings and Civil Ceremonies for 2022-23.

The Sports Advisory Forum feedback was that the inflation increase should happen to avoid a bigger increase in the following year.

A Member (Hampstead Rugby Club) noted concern for Clubs who were struggling financially and offering refunds for membership and hoped that they could be offered a group discount for multiple use. A monthly direct debit scheme for people struggling to pay off their season ticket was also suggested. Officers agreed to look at the feasibility of this option.

In response to a query concerning inflation increases on those paying by cash, Officers confirmed that the vast majority of people were paying by contactless or card.

A Member (Heath and Hampstead Society) suggested that the City Corporation revisit further opportunities for above-inflation increases in charges for Weddings and Civil Ceremonies, Forest Schools, photography, etc.

RESOLVED – That:-

- The Hampstead Heath Consultative Committee, Highgate Wood Consultative Group and Queen’s Park Consultative Group discuss the proposed fees and charges for 2021-22 and 2022-23, 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 meeting on 24 February 2021.

8. **CYCLICAL WORK PROGRAMME (CWP) 2021/22 UPDATED BID REPORT**

Members considered a report of the City Surveyor setting out the details of projects which will now be undertaken in 2021/22 and delivered within that year which form part of the previous year’s programmes. In addition, the main changes to how the CWP will operate and be delivered in year 2022/23 onwards is also provided.

Officers reassured Members that whilst funds had reduced, all urgent health and safety works would be identified working with the City Surveyor and funds would be bid for when necessary.

RESOLVED - With two hours having elapsed since the start of the meeting, in accordance with Standing Order No. 40 the Committee agreed at this point to extend the meeting by up to thirty minutes.

In response to a concern raised by a Member (Vale of Health Society) regarding mountain bikers at Sandy Heath, Officers confirmed Lifeguards were supporting the Ranger Team and Constabulary to patrol this area.

RECEIVED.

9. **VOLUNTEERING UPDATE**

Members received an oral update concerning volunteering at the Heath. Members were advised that as a result of the COVID restrictions, Heath Hands have proactively undertaken work were possible in a COVID secure manner and have ensured that volunteers were updated and supported.

Heath Hands have secured funding to purchase an electric vehicle to assist with moving materials across the Heath. Support is also being offered for Health Connections. It was hoped that volunteers could return to full strength in the summer and support staff with recovery.

10. **QUESTIONS**

There were no questions.

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

There was none.

12. **DATE OF NEXT MEETING**

The date of the next meeting on 19 April 2021 was noted.

The meeting ended at 7.38 pm

Chairman

Contact Officer: Leanne Murphy
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Agenda Item 6

Committee: Hampstead Heath, Highgate Wood & Queen's Park Committee	Dated: 24 February 2021
Subject: Annual Review of Terms of Reference	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk & Chief Executive	For Decision
Report author: 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 1 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 2021 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 1 – Court Order 2020/21 – Hampstead Heath, Highgate Wood and Queen's Park Committee

Leanne Murphy

Committee and Member Services Officer
Town Clerk's Department

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Appendix 1

RUSSELL, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 16 th July 2020, doth hereby appoint the following Committee until the first meeting of the Court in April, 2021.
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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 2020/21

- 4 (4) Ruby Sayed
- 4 (4) William Upton, Q.C.
- 8 (3) Karina Dostalova
- 5 (3) Anne Helen Fairweather
- 3 (3) David John Bradshaw, Deputy
- 3 (2) Prem Goyal, O.B.E., J.P., Alderman
- 3 (2) Gregory Percy Jones, Q.C., Alderman
- 5 (2) John Tomlinson, Deputy
- 6 (1) Michael Hudson
- 7 (1) Edward Lord, O.B.E., J.P., Deputy
- 3 (1) Wendy Mead, O.B.E.

Vacancy

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	-	Christopher Small
Royal Society for the Protection of Birds	-	Rachel Evans
London Borough of Barnet	-	Councillor Richard Cornelius
London Borough of Camden	-	Councillor Thomas Gardiner
Ramblers' Association	-	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

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Agenda Item 7

Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 24 February 2021
Subject: Superintendents Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Director of Open Spaces	For Decision
Report author: Bob Warnock, Superintendent	

Summary

This report provides Members with an update on matters relating to Hampstead Heath, Highgate Wood and Queen's Park since November 2020.

Recommendation

Members are asked to:

- Agree in principle the Swimming arrangements for 2021 (appendix 1), as set out in para 17.

Main Report

Coronavirus Emergency Response and Issues

1. On 4 January 2021, the Government announced a third National Lockdown for England commencing on 5 January 2021. Consequently, all sport facilities are closed. The public toilets, playgrounds and car parks remain open and the Cafés are providing a take-away only service.
2. The Superintendent will provide a further update at the meeting and will continue to monitor the Government Guidance.

Constabulary

3. City Corporation Officers worked with partners across the Borough of Camden to manage gatherings at the Parliament Hill viewpoint. Despite there being no central London New Year's Eve fireworks display, groups gathered with approximately 500 people at the viewpoint prior to midnight on New Year's Eve.

4. The Constabulary have continued to respond to COVID-19 guidance, prioritising their response to antisocial behaviour, cycling and dog control, using the 4 E's approach of Engage, Explain, Encourage and Escalate or Enforce.
5. An online pilot assessment through the Civil Aviation Authority is now required concerning the use of drones. The Hampstead Heath Drone Policy will be updated accordingly.
6. Officers are working collaboratively across the City Corporation to administer a Fixed Penalty Notice (FPNs) Scheme. This process will include the Constabulary updating their enforcement strategy and policy.
7. Officers are in the process of procuring a Divisional wide radio system, ensuring effective communications are maintained. This follows the notice to quit an aerial mast, leased by the City Corporation, located at the northern end of Hampstead Heath.

Divisional Plan & Annual Work Programme (AWP)

8. The draft Hampstead Heath Divisional Plan 2021-24 and draft Hampstead Heath Ecology and Conservation AWP for 2021-22 are included within the Meeting Agenda Pack. The Highgate Wood and Queen's Park Divisional Plans for 2021-24 and AWP for 2021-22 will be presented to Members for consideration and approval in May 2021.

Contractors & Maintenance

9. The Operational Services Manager will provide an update at the meeting regarding current works in relation to gas pipe replacement.
10. The East Heath Car Park will be resurfaced, in early April 2021. Works are due to be completed ahead of the Spring Bank Holiday. Jack Straw's Castle Car Park will be available for parking during these works.
11. The Operational Services Manager will provide and update on:
 - Traditional Playground toilet refurbishment project.
 - Lido drainage works at the back of the Lido.
12. The Leisure and Events Manager will provide an update on the Lido Leak repair project, which commenced on 18 January 2021.

Capital projects

13. Funding has been agreed for the Swimming Capital Project. A Gateway 2 Report is being prepared. Email engagement will be necessary with the Hampstead Heath Swimming Forum, Hampstead Heath Sports Advisory Forum prior to presenting the Gateway Report to the Hampstead Heath Consultative Committee in April 2021. The Gateway 2 report will be presented to Members of this Committee in May 2021.

Planning

14. The Superintendent will provide an update on the following planning applications which are being monitored.
 - Cranwood Development (Haringey).

Hampstead Heath Events Programme 2021-22

15. The Leisure and Events Manager will provide a verbal update at the meeting.

Swimming

16. The Bathing Ponds and Lido re-opened on 2 December 2020 following the end of the second National Lockdown and closed on 5 January 2021, following the announcement of the third National Lockdown. Swimming remained popular throughout December and early January.
17. Draft proposals for the Summer Swimming Season have been prepared by Officers (appendix 1). A Test of Relevance: Equality Analysis has been undertaken and a full Equality Analysis is not recommended. The 2021 swimming proposals will need to be reviewed and amended following further Government Guidance ahead of implementation. Therefore, Members are asked to agree the 2021 swimming proposals in principle. The Superintendent will undertake a further Test of Relevance ahead of implementing the amended 2021 swimming arrangements.

Highgate Wood

18. The Wood Manager will provide an update on the COVID emergency response and issues at the meeting and will continue to monitor the Government Guidance.
19. The Highgate Wood Pavilion toilets refurbishment works were completed in December 2020 and the facilities are already being well used, especially over the weekends when visitor number are at their highest.
20. Plans are underway to create the new 2021-22 Conservation Area, close to the play area where ground compaction and loss of ground flora has been an ongoing issue for a number of years.
21. The works will form a project in the 2021-22 Highgate Wood Annual Work Programme, which along with the draft Divisional Plan 2021-24 will be discussed with the Highgate Wood Consultative Group at their meeting in April 2021, before being presented to this Committee in May 2021. The project will be an excellent opportunity for Heath Hands Volunteers to get involved in conservation work within the Wood.
22. Across the site there has been significant loss of understorey within the woodland where visitors have been stepping off the busy pathways to social distance from other visitors. This has led to a widening of existing desire lines.

Queen's Park

23. The Park Manager will provide an update on the COVID emergency response and issues at the meeting and will continue to monitor the Government Guidance.
24. The draft Divisional Plan 2021-24 will be discussed with Members of the Queen's Park Consultative Group at their meeting on 21 April 2021.

Toilets

25. The funding for redevelopment of the Queen's Park Public Toilets has been deferred following a Resource Allocation Sub Committee decision on September 2020.
26. At the Projects Sub (Policy and Resources) Committee meeting, 20 February 2019 Members considered a Gateway 2 Project Proposal (Regular) report of the Director of Open Spaces regarding Queen's Park Sandpit Refurbishment and Public Toilet Rebuild and the following points were made.
27. At the Hampstead Heath, Highgate Wood and Queen's Park Committee 13 March 2019 Members considered and approved a Gateway 2 report of the Superintendent of Hampstead Heath concerning the Queen's Park Sandpit Refurbishment and Public Toilet Rebuild.
 - The Superintendent of Hampstead Heath confirmed that all options would remain under consideration if the report was approved that day.
 - Whilst it was important to proceed with an option that guaranteed value for money, Members were mindful of the benefit that an appropriate option could provide the local community in terms of health and wellbeing.
 - Safeguarding was a key element of the project design going forward.
28. For context, Members were advised that due to the significant capital expense from a number of key large projects currently coming through the City Corporation, all projects that were not yet at Gateway 5 would be reviewed under new criteria as part of a fundamental review of revenue and projects.
29. On 9 October 2019, the Superintendent of Hampstead Heath reported to the Queen's Park Consultative Group that the project for the redevelopment of the Playground Toilet and Sandpit was on hold. New central funding arrangements would be introduced in the autumn allowing Officers to bid for funding for the projects that are on hold, as well as new Projects.
30. The redevelopment of the sandpit was removed from the project, to be managed as a project in its own right.
31. In March 2020, in principle it was agreed that a budget of £380K would be available for the redevelopment of the Queen's Park Public Toilets.
32. At a Resource Allocation Sub (Policy and Resources) Committee (RASC) in September 2020 the Sub-Committee considered a report of the Chamberlain following a review of the reprioritisation of approved capital bids previously agreed by RASC in January 2020, to assess the impacts of COVID-19 against the original Business Case put forward and whether the schemes were still relevant in their current format and met the essential criteria.

33. It was resolved by Members that the project be rescoped, deferred and resubmitted as part of the 2021/22 annual capital bid round.
34. The City Surveyors Dept has a budget with the Cyclical Works Programme allocated for toilet refurbishments of £35K.
35. The City Surveyor will be attending Queen's Park to review with the Park Manager the Cyclical Works Programme (CWP) and agree a refurbishment of the facility within the £35K CWP budget. Surveyors are of the opinion that generally, the toilets are in a fair condition.
36. The Park Manager is seeking professional advice from a Landscape Architect to consider improvements to the exterior of the building. Any improvements to the external façade will be funded through the Park's Local Risk Budget.

Sandpit and Playground Improvements

37. A new page has been added to the Queen's Park pages on the website to seek donations towards funding this project. Projects across the Open Spaces are also part of this initiative.
38. Donations can be made at: <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/queens-park/donate-to-us>

Corporate & Strategic Implications

39. The projects and works outlined in this report contribute towards the:
 - Achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments.
 - Three objectives and outcomes set out in the Open Spaces Business Plan 2020-21 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
 - Achievement of 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.

Financial Implications

40. The Director and Superintendent will provide a verbal update on the in-year position budget position and the budget for 2021-22.
41. A report setting out the proposed fees and charges for 2021-22 is included within the Meeting Agenda Pack.

Resource Implications

42. At the time of writing, the Heath is currently operating only critical and essential services as a result of the third National Lockdown. Staff resources are being prioritised keeping the Heath open, safe, accessible and secure.

Climate Implications

43. The City of London launched its Climate Action Strategy in October 2020 and the strategy is now in implementation stage. A key part of the strategy is conserving and enhancing biodiversity alongside reducing the City of London's carbon emissions. This will be the main objective at Hampstead Heath, Highgate Wood and Queen's Park in the short term, especially following the impact of exceptionally high number of visitors due to COVID-19.

Legal Implications

44. No Impact.

Risk Implications

45. Risks are recorded on the Departmental Risk Register.

Equality Implications

46. No Impact.

Security Implications

47. Security implications are addressed in the emergency response to COVID-19 and are being monitored and recorded through the Departmental Risk Register.

Appendices

- Appendix 1 – Draft 2021 Swimming Proposals.

Bob Warnock

Superintendent, Open Spaces Department.

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Appendix 1 - Draft 2021 Swimming Proposals

In line with National Lockdown announced on 4 January 2021 the Bathing Ponds and Lido are currently closed.

Once the current National Lockdown ends, the City of London Corporation will seek to put the arrangements in place and reopen the Bathing Ponds and Lido to maintain Covid Secure swimming.

Officers have prepared the draft 2021 Spring/Summer/Autumn Swimming proposals. It is recognised that these proposals may need to be adapted to ensure they are consistent with the latest Government guidance. Therefore, Officers will take a practical and flexible approach to implementation of these proposals.

Re-opening

It is proposed at the Highgate Men's Bathing Pond, the Kenwood Ladies' Bathing Pond and the Parliament Hill Fields Lido will re-open for swimming as soon as Government Guidance permits.

It is proposed to Lifeguard the Hampstead Mixed Bathing Pond from Monday 29 March 2021.

It is proposed that access to the Bathing Ponds and Lido will be managed via capped free flow (subject to Government Guidance) until 30 April 2021.

Extended Season

It is proposed to trial an extended Summer Season at the Hampstead Mixed Bathing Pond, and to Lifeguard the Mixed Pond from Monday 29 March 2021 - 30 October 2021. Previously the Mixed Pond was only Lifeguarded between May-September.

This aims to provide additional capacity for swimmers in the spring and autumn. It is proposed that evening swimming arrangements at the Mixed Pond will mirror the arrangements at the Men's and Ladies' Ponds, as set out below. Previously the Mixed Pond only opened for late swimming on Wednesdays during July.

Sessions

On 1 May 2021 the Bathing Ponds and Lido will revert to Session Swimming. Capped free flow will be in place during Session 1 and Sessions 2-8 will operate as pre-booked Sessions.

On Monday 21 September Session Swimming will cease at the Bathing Ponds and Lido, and all facilities will revert to entry via capped free flow.

Charges

This will be addressed within the proposed Fees and Charges report.

Season Tickets

It is proposed that Season Ticket wristbands can be used for both pre-booked and capped free flow Sessions.

Online Booking

Officers are working to implement an online-booking arrangements. Phone booking arrangements will continue for those who are not able to book online.

Swimming Tests for Children aged 8-15 at the Bathing Ponds

Subject to reviewing the latest guidance from the RLSS, 'Swim Tests' for swimmers aged 8-15 will be considered. Further information will be provided in due course, should swim tests be available.

Parliament Hill Fields Lido

Capped free flow Swimming – until 30 April 2021

Capped free flow	Open
Lane Swimming	07.00-13.00*

*Last entry at 12.30.

Timed Sessions Swimming – 1 May – 20 September 2021

Session	Open
1 - Lane Swimming – capped free flow	07.00-10.00*
2 - Open Swimming – pre-booking only	11.00-12.00
3 - Open Swimming – pre-booking only	12.30-13.30
4 - Open Swimming – pre-booking only	14.00-15.00
5 - Open Swimming – pre-booking only	15.30-16.30
6 - Lane Swimming – pre-booking only	17.30-18.30
7** - Lane Swimming – pre-booking only	19.00-20.00

*Last entry at 09.30.

** No session on Tuesday evenings to facilitate Triathlete Club training.

Session swimming will prevent overcrowding and allow Social Distancing measures to be maintained.

Sufficient time has been allocated between sessions to facilitate cleaning and preparation for the next session.

Session 1 – Lane Swimming

- Capped free flow. Pre-booking not available.
- Up to 90 swimmers will be permitted to use the Lido at any one time (once the sessions reaches capacity, entry will be managed by the Steward/Cashier on a one out one in basis for the remainder of the Session).
- Lane swimming only (20 swimmers in each lane swimming in one direction, at least 4m apart to maintain distancing. No stopping at each end. 5 lanes available. Lanes are 5m wide and marked for swimming abilities).
- Children's slide and paddling pool closed.
- Sauna closed.
- Season tickets will be accepted.

Sessions 2 - 5 – Open Swimming

- Family orientated swimming sessions. Width swimming is available in the deep end.
- Up to 120 swimmers per Session. Session tickets must be pre-booked.
- An adult can bring up to 2 children (from within their household).
- Children will also need to be competent swimmers.
- Children under 16 will not be permitted to swim without an adult.
- 4 x width lanes available for lane swimming.
- Children's slide and paddling pool open.
- Sauna closed.
- Season tickets will be accepted.

Sessions 6-7 – Lane Swimming

- Up to 90 swimmers per Session. Session tickets must be pre-booked.
- Lane swimming only (20 swimmers in each lane swimming in one direction, at least 4m apart to maintain distancing. No stopping at each end. 5 lanes available. Lanes are 5m wide and marked for swimming abilities).
- Children's slide and paddling pool closed.
- Sauna closed.
- Season tickets will be accepted

Social Distancing Arrangements (all sessions)

To ensure Social Distancing measures, a one-way system will be in place:

Entrance queue – 2m spacing markers on ground along entrance ramp and path. Barriers erected along path. Staff will hold the queue at the bottom of entrance ramp until the entry kiosk is clear then allow the next swimmer to move forward.

One-way system – Arrows on floor. From foyer to the changing rooms, use middle door to access poolside, swim in lanes, exit pool and use the poolside showers, use the main poolside opening to again access to and changing, use exit turnstiles at end of the changing rooms. The four outdoor showers and poolside toilets will be available for swimmers to use. Use of the internal showers and toilets will be considered, pending Government Guidance.

Metal barriers with signage attached to help with one-way system and messaging to swimmers.

Poolside arrangements (all sessions)

- Sunbathing will be permitted, subject to Social Distancing requirements.
- Waste & recycling maintained.
- Swimmers will be encouraged to use the poolside for changing to alleviate the pressure on the changing rooms.
- Drinking water fountains not available.
- Cleaning/hygiene – Time has been allocated between sessions for cleaning to be undertaken.

Highgate Men's Bathing Pond

Timed Sessions Swimming 1 May – 20 September 2021

Time Changes	Sessions
Monday 29 March – Saturday 10 April 2021	1-5
Sunday 11 April – Saturday 1 May 2021	1-6
Sunday 2 May – Saturday 14 August 2021	1-8
Sunday 15 August – Monday 23 August 2021	1-7
Tuesday 24 August – Sunday 20 September 2021	1-6

Session	Open	Type
1	07.00-10.00*	Capped Free Flow (no booking available)
2	10.30-11.30	pre-book only
3	12.00-13.00	pre-book only
4	13.30-14.30	pre-book only
5	15.00-16.00	pre-book only
6	16.30-17.30	pre-book only
7	18.00-19.00	pre-book only
8	19.30-20.30	pre-book only

*Last entry at 09.30.

Session swimming will prevent overcrowding and allow Social Distancing measures to be maintained. Sufficient time has been allocated between sessions to facilitate cleaning and preparation for the next session.

Session 1

- Capped free flow. Pre-booking not available.
- Up to 60 swimmers will be permitted to use the Men's Pond at any one time (once the sessions reaches capacity, entry will be managed by the Steward on a one out one in basis for the remainder of the session).
- No access to the diving board.
- No swimming for children aged 8-15.
- Season tickets will be accepted

Sessions 2-8

- Session tickets must be pre-booked.
- Up to 60 swimmers per Session.
- No access to the diving board.
- No swimming for children aged 8-15.
- Season tickets will be accepted.

Social Distancing Arrangements (all sessions)

To ensure Social Distancing measures, a one-way system will be in place at the facility:

- Entrance queue – 2m spacing markers on ground.
- One-way swimming arrangements with swimmers exiting the pond from the Highgate Lifebuoys jetty.

Compound arrangements (all sessions)

- Toilet and shower available (used on a one in one out basis).
- No Sunbathing or exercising.
- Drinking water fountains not available.
- Highgate Lifebuoys hut used to provide Lifeguard changing space and additional welfare space in-line with Covid Secure workplace arrangements.

Kenwood Ladies' Bathing Pond

Timed swimming sessions 1 May – 20 September 2021

Time changes	Sessions
Monday 29 March – Saturday 10 April 2021	1-5
Sunday 11 April – Saturday 1 May 2021	1-6
Sunday 2 May – Saturday 14 August 2021	1-8
Sunday 15 August – Monday 23 August 2021	1-7
Tuesday 24 August – Sunday 20 September 2021	1-6

Session	Open	Type
1	07.00-10.00*	Capped Free Flow (no booking available)
2	10.30-11.30	pre-book only
3	12.00-13.00	pre-book only
4	13.30-14.30	pre-book only
5	15.00-16.00	pre-book only
6	16.30-17.30	pre-book only
7	18.00-19.00	pre-book only
8	19.30-20.30	pre-book only

*Last entry at 09.30.

Session swimming will prevent overcrowding and allow Social Distancing measures to be maintained. Sufficient time has been allocated between sessions to facilitate cleaning and preparation for the next session.

Session 1

- Capped free flow. Pre-booking not available.
- Up to 60 swimmers will be permitted to use the Ladies' Pond at any one time (once the Session reaches capacity, entry will be managed by the Steward on a one out one in basis for the remainder of the session).
- No swimming for children aged 8-15.
- Season tickets will be accepted

Sessions 2-8

- Session tickets must be pre-booked

- Up to 60 swimmers per Session.
- No swimming for children aged 8-15.
- Season tickets will be accepted.

Social Distancing Arrangements

To ensure Social Distancing measures, a one-way system will be in place at the facility:

- Entrance queue – 2m spacing markers on ground.
- Use the Millfield Lane for entry and exit. Temporary fencing will be used along access path to separate the entry and exit flows. The back gate will be closed.
- One-way swimming anti clockwise.

Changing & Meadow arrangements

- The changing rooms and indoor showers will remain closed. The Meadows and table tennis area will be used for changing.
- Drinking water fountains not available.
- The outside shower will be available for use. Toilets will be available.
- Arrangements for viewing from the Meadow will be retained, subject to Social Distancing requirements.

Hampstead Mixed Bathing Pond

Timed swimming sessions 1 May – 20 September 2021

Time changes	Sessions
Monday 29 March – Saturday 10 April 2021	1-5
Sunday 11 April – Saturday 1 May 2021	1-6
Sunday 2 May – Saturday 14 August 2021	1-8
Sunday 15 August – Monday 23 August 2021	1-7
Tuesday 24 August – Sunday 20 September 2021	1-6

Session	Open	Type
1	07.00-10.00*	Capped Free Flow (no booking available)
2	10.30-11.30	pre-book only
3	12.00-13.00	pre-book only
4	13.30-14.30	pre-book only
5	15.00-16.00	pre-book only
6	16.30-17.30	pre-book only
7	18.00-19.00	pre-book only
8	19.30-20.30	pre-book only

*Last entry for Session 1 is 09.30.

Session swimming will prevent overcrowding and allow Social Distancing measures to be maintained. Sufficient time has been allocated between Sessions to facilitate cleaning and preparation for the next session.

Session 1

- Capped free flow. Pre-booking not available.
- Up to 40 swimmers will be permitted to use the Mixed Pond at any one time (once the Session reaches capacity, entry will be managed by the Steward on a one out one in basis for the remainder of the Session).
- One-way swimming arrangements.
- No swimming for children aged 8-15.
- Drinking water fountains not available.
- Changing Compound and toilets available.
- Season tickets will be accepted.

Sessions 2-8

- Session tickets must be pre-booked.
- Up to 40 swimmers per Session.
- One-way swimming arrangements.
- No swimming for children aged 8-15.
- Drinking water fountains not available.
- Changing compounds and toilets available.
- Season tickets will be accepted.

Social Distancing Arrangements

To ensure Social Distancing measures, a one-way system will be in place at the facility:

- Entrance queue – 2m spacing markers on ground.
- One-way swimming arrangement in place.

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Agenda Item 8

Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	24 February 2021
Subject: Fees and Charges 2021-22 & 2022-23	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Director of Open Spaces	For Decision
Report author: Superintendent of Hampstead Heath, Open Spaces Department	

Summary

This report sets out the proposed fees and charges for a range of sports and services provided at Hampstead Heath, Highgate Wood & Queen's Park for 2021-22. In addition, the report sets out the proposed fees and charges for Weddings and Civil Ceremonies for 2022-23.

It is proposed that the majority of charges are increased by 1.3%, in line with the Retail Price Index figure (November 2020), or increased to align with relevant benchmarks, or to reflect the direct cost to the charity for providing the activity or service, as set out in appendix 1.

Recommendations

It is recommended that:

- Members agree the proposed fees and charges for 2021-22 as set out in Appendix 1 of this report.
- Members agree the proposed Wedding and Civil Ceremony fees and charges for 2022-23 as set out in Appendix 1 of this report.
- Members agree to add Housing Benefit to the Concession Rate Criteria, as set out in para 11.

Main Report

Background

1. Charges for a wide range of services, recreation and sporting activities provided in all the City of London Corporation's Open Spaces are reviewed annually, to ensure that prices and ticket options are relevant and appropriate.
2. The income generated from fees and charges contribute towards the cost of providing sports and recreational facilities across Hampstead Heath, Highgate Wood and Queen's Park.
3. Sports fees and charges are not based on full cost recovery and are significantly subsidised by the Charities to promote participation in formal and informal recreation to support health and well-being.

Current Position

4. The Hampstead Heath Sports Advisory Forum (HHSAF), Hampstead Heath Consultative Committee (HHCC), Highgate Wood Consultative Group (HWCG) and the Queen's Park Consultative Group (QPCG) Members have been consulted on the proposed sports charges for 2021-22.
5. Feedback from the HHSAF and HHCC is contained with the minutes of the HHCC meeting of 25 January 2021. Officers will provide a verbal update at the meeting on the feedback received from Members of the HWCG and QPCG.
6. COVID-19 has significantly impacted on the income for 2020-21. In addition, there have been increased costs associated with making sites and facilities COVID Secure. The series of National Lockdowns and the introduction of the Tier system have all impacted on events and sporting activities since March 2020. Car Parking and Wedding and Civil Ceremony income has also been impacted.
7. The Hampstead Heath Charity has incurred additional expenditure to provide overnight security at the Bathing Ponds to prevent misuse of facilities and unauthorised bathing.
8. Since 2 May 2020 applied charges for the Bathing Ponds have been in place. Contactless payment and the wristband season tickets were launched at the Bathing Ponds and Lido on the 21 September 2020.

Proposed Charges 2021-22

9. It is proposed that the majority of charges are increased by 1.3%, in line with the Retail Price Index figure (November 2020), or increased to align with relevant benchmarks, or to reflect the direct cost to the Charity for providing the activity or service, as set out in appendix 1.

10. A Sports Charges Benchmarking Exercise has been undertaken. A report setting out the findings of the benchmarking exercise is attached at appendix 2. The impacts of COVID-19 on other Local Authorities and Sports providers is referenced within the Benchmarking report.
11. The proposed fees and charges include concessionary rates, offering a 40% discount on the standard adult charge, except where indicated. In September 2020 Members of this Committee agreed to extend concessions to those on PIP and Universal Credit. Following the Benchmarking Review (appendix 2), it is proposed to add Housing Benefit to the Concession Rate Criteria.
12. The proposed fees and charges have not been rounded due to the majority of payments being made via card or contactless payment. Exceptions are outlined in appendix 1.
13. Due to COVID-19 and the requirement to introduce online booking it is proposed to offer Junior swimming session tickets, which reflect a 70% discount on the adult rate. This is to account for Family Tickets not being available via the online booking arrangements.
14. It is proposed that the Sauna Season and day tickets are suspended for 2021-22 due to the likely on-going impacts of COVID-19.
15. Following local benchmarking we are proposing to increase car parking charges by 12.5% for 0-2 hours & 2-4 hours, and by 9.58% for the additional hours. However, taking account of these increases, the car parks across Hampstead Heath are still less expensive than local comparators. The additional hours charge is set to discourage commuter parking to ensure the parking facilities are available for Heath visitors. A phased approach to increase car parking charges was agreed by Members of this Committee in November 2019.
16. Charges for weddings and civil ceremonies have been adjusted to incorporate the service charge for post ceremony drinks. All couples take this option and therefore it is proposed to incorporate this service into the venue hire price and provide an inclusive hire rate. These charges have been rounded to the nearest £, as set out in appendix 1.

Licenses

17. New charges have been added for Forest School Licenses and Professional Dog Walking Licenses.

18. At Highgate Wood, an additional weekly charge for storage has been proposed for Forest Schools.
19. The application fees for Events have been held at £25 for Community Events and £50 for Commercial Events.

Corporate & Strategic Implications

Strategic Implications

20. The proposed fees and charges directly support 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.
21. This also 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).
22. The proposed fees and charges support the three objectives and outcomes set out in the Open Spaces Business Plan 2021-22 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.

Financial Implications

23. 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.
24. Officers and Members are committed to working to mitigate the impact of the COVID-19 pandemic on budgets and to ensure our finances are on a sustainable footing for the medium-term. Elected Members have also agreed a high-level approach to setting 2021-22 budgets that will require savings of 12% corporately given the extremely challenging financial environment.

Legal Implications

25. Heath (Charity No. 803392) and Highgate Wood and Queen's Park Kilburn (Charity No. 232986) are registered charities and the City of London Corporation is the

corporate trustee for both Charities. Members are reminded that any decision they take in respect of either Charity must be in the best interests of that Charity.

Risk Implications

26. The projected income for 2021-22 could be further impacted by COVID-19, as recorded in the Departmental Risk Register.

Equality Implications

27. A Test of Relevance has been completed in relation to the proposed fees and charges. A full Equality Analysis is not recommended.

Climate Implications

28. The City of London Corporation has a newly adopted Climate Action Strategy which seeks to achieve Net 0 by 2040. There will be a range of measures implemented to realise this including increasing carbon sequestration and storage across the Open Spaces alongside biodiversity enhancement and resilience measures.
29. Site Specific Event's Policies for Hampstead Heath, Highgate Wood & Queen's Park set out requirements for event organisers and encourage events to be environmentally sustainable.

Conclusion

30. Hampstead Heath, Highgate Wood and Queen's Park continue to provide excellent value for money sports and recreational opportunities. The income generated through fees and charges contributes towards the cost of providing sports and recreational facilities and maintaining Hampstead Heath, Highgate Wood and Queen's Park.
31. It is proposed that the majority of charges are increased by 1.3%, in line with the Retail Price Index figure (November 2020), or increased to align with relevant benchmarks, or to reflect the direct cost to the Charities for providing the activity or service, as set out in appendix 1.

Appendices

- Appendix 1 – Proposed Fees and Charges for 2021-22 & 2022-23.
- Appendix 2 – Benchmarking Report.

Contact

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

The proposed charges will operate from 1 April 2021 and include VAT at 20%, except where stated.

NOTES

1. (*1) The fees and charges have been increased by the Retail Price Index November 2020 figure of 1.3% (referred to as ‘inflation’ throughout this appendix), except where stated. Fees and charges have not been rounded due to the majority of payments being made via card or contactless payment. Except Weddings and Civil Ceremony charges, which have been rounded up to the nearest £ to assist with promotion.
2. Concession and Junior charges reflect a 40% discount on the adult ticket prices, except:
 - (*2) Junior Lido swimming session tickets, which reflect a 70% discount on the adult rate. This is to account for Family Tickets not being available at the Lido due to the COVID-19 online booking arrangements.
 - Junior tennis coaching reflects a 20% discount on the price of adult coaching, to account for increasing coaching staff costs.
 - Highgate Wood Metro Blind Cricket Team Support Scheme allows a 50% discount on the changing room hire charge to support the Team developing blind cricket.

The Concession criteria to be extended to include Housing benefit

3. (*3) Car Parking fees for 0-2 and 2-4 hours have been increased by 12.5% and the fee for additional hours over 4 hours has been increased by 9.58%. This forms part of a two year phased uplift that was agreed last year. These fees have been benchmarked and are lower than other local providers.
4. (*4) The Event application fees have been held at £25 for Community Events and £50 for Commercial Events.
5. (*5) The Profession Dog Walking License charge has been benchmarked with The Royal Parks. A pro-rata rate will be available as part of the application process.
6. Annual License arrangements are in place with the Parliament Hill Bowls Club and Hampstead Heath Croquet Club.
7. (*7) The Lido 3 hour session ticket. The implementation of this ticket is subject to relaxation of Social Distancing and further Government Guidance.
8. (*8) Weddings and Civil Ceremonies - The Table Service Charge has been incorporated into the venue hire rates for 2022-23, to create an inclusive hire rate.

Summary of the proposed changes

Athletics Track

- Day Tickets - Update to reflect 1 hour time limited sessions linked to the online booking arrangements. Increase by inflation.
- Season Tickets - Increase by inflation for 2021-22 and phased increase to align with Benchmark during 2022-24.
- Retain the 30% further discount for affiliated Clubs who form part of the Track Forum.
- Meeting Hire - Increase by inflation for 2021-22 and phased increase to align with Benchmark during 2022-24.
- Club Training Hire - Increase by inflation.
- Schools Hire - Increase by inflation and retain 40% concession based on the Meeting Hire rates.

Cricket

- Match Pitch Hire - Increase by inflation. Reduce the Junior rate to reflect the 40% concession discount.
- Nets - Increase by inflation.
- Changing Room Hire - Increase by inflation.
- Charge added to cover additional COVID related cleaning costs.

Football

- Match Pitch Hire - Increase by inflation.
- Changing Room Hire - Increase by inflation.
- Charge added to cover additional COVID related cleaning costs.

Rugby

- Match Pitch Hire - Increase by inflation.
- Changing Room Hire - Increase by inflation.
- Charge added to cover additional COVID related cleaning costs.

Softball/Rounders

- Reserved Pitch - Phased Increase above inflation to align with Benchmark (£69).

Petanque

- Hourly Rink Hire (per person) - Increase by inflation.

Bowls

- Public Pay and Play rink hourly charge - Increase above inflation to align with Croquet.
- Establishing a concession based on 40% discount of the adult rate.

Croquet

- Public Pay and Play hourly charge - Increase by inflation.
- Establishing a concession based on 40% discount of the adult rate.

Pitch & Putt

- Increase by inflation.

Swimming

- Lido Session Ticket - Increase by inflation, retain 40% concession and retain an additional Junior Concession due to no family ticket being available during session swimming.
- Lido 3 hour session ticket – Retain the 2020/21 Lido day ticket price and increase by inflation. The implementation of this ticket is subject to relaxation of Social Distancing control measures, as out in Government Guidance.
- Sauna Session Ticket - Suspended for 2021/22
- Sauna Season Ticket - Suspended for 2021/22
- Lido Season Tickets - Increase by inflation.
- All Facilitates Season Tickets - Increase by inflation.
- Bathing Ponds Session Ticket - Increase by inflation.
- Bathing Ponds Season Tickets - Increase adult charge by inflation and increase concession charge to align with 40% discount on the adult rate, as agreed by the Hampstead Heath, Highgate Wood and Queen's Park Committee on 11 March 2020 (2020 Swimming Review, Concession package C).

Tennis

- Annual Registration Fee - Increase by inflation.
- Hourly Court Hire - Increase by inflation.
- Coaching - Increase by inflation.

Car Parking

- Increase above inflation by 12.5% for 0-2 and 2-4 hour charges and 9.58% for additional hours.

Meeting Room Hire

- Increase by inflation.
- Charge added to cover additional COVID related cleaning costs.

Compounds

- Increase above inflation (10%).

Weddings & Civil Ceremonies

- Incorporate table service charge into venue hire fee and increase in line with inflation.

PARLIAMENT HILL ATHLETICS TRACK	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Meetings – Full Day Hire, Mon-Fri (excluding Bank Holidays)	£263.50	£266.92
Meetings – AM or PM Hire, Mon-Fri (excluding Bank Holidays)	£132.50	£134.22
Meetings – Full Day Hire, Weekends & Bank Holidays	£328.50	£332.77
Meetings – AM or PM Hire, Weekends & Bank Holidays	£164.00	£166.12
Club Booking – Hourly Hire, Mon-Fri (excluding Bank Holidays)	£23.77	£24.07
School Use – Full Day Hire, Mon-Fri (excluding Bank Holidays)	£158.00	£160.15
School Use – AM or PM Hire, Mon-Fri (excluding Bank Holidays)	£79.00	£80.53
Corporate Event Hire	Price on Application	Price on Application
Hourly Session Ticket – Adult	£4.50	£4.55
Hourly Session Ticket – Concession	£3.00	£2.73
12 Month Season Ticket – Adult	£79.00	£80.02
12 Month Season Ticket – Concession	£47.50	£48.01
12 Month Season Ticket – Adult (Club Rate)	£55.30	£56.01
12 Month Season Ticket – Concession (Club Rate)	£33.25	£33.60
1 Month Season Ticket – Adult	£22.50	£22.79
1 Month Season Ticket – Concession	£13.50	£13.67

CRICKET	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Reserved Match Pitch, Heath Extension (Mon-Sun), Parliament Hill (Mon-Fri) & Highgate Wood (Weekends)	£96.00	£97.24
Reserved Match Pitch, Parliament Hill (Weekends)	£105.00	£106.36
Junior Pitch, Heath Extension (Mon-Sun) & Parliament Hill (Mon-Fri)	£63.00	£58.34
Cricket Net Hourly Hire	£8.00	£8.10
Private Changing Room Hire	£46.00	£46.59
Private Changing Room Key Deposit	£25.00	£25.00
Cleaning Charge	-	£5.00

FOOTBALL	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Reserved Match Pitch	£90.00	£91.17
Junior Reserved Match Pitch	£54.00	£54.70
School Session Hire	£54.00	£54.70
Private Changing Room Hire	£46.00	£46.59
Private Changing Room Key Deposit	£25.00	£25.00
Cleaning Charge	-	£5.00
Goal Net Hire	£15.00	£15.19
Goal Net Damage Charge	Cost +20% admin fee	Cost +20% admin fee

PETANQUE	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Hourly Rink Hire	£4.00	£4.05
Boules Hire Deposit	£20.00	£20.00

RUGBY	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Reserved Match Pitch (1PM Kick Off)	£90.00	£91.17
Junior Reserved Match Pitch	£54.00	£54.70
School Session Hire	£54.00	£54.70
Private Changing Room Hire	£46.00	£46.59
Private Changing Room Key Deposit	£25.00	£25.00
Cleaning Charge	-	£5.00

SOFTBALL/ROUNDERS	Charges 1/4/2020	Proposed Charges 1/4/2021 (Benchmark)
Reserved Match Pitch	£56.50	£69.00

BOWLS	Charges 1/4/2020	Proposed Charges 1/4/2021 (Benchmark)
Hourly Hire - Adult	£4.00	£8.61
Hourly Hire - Concession	-	£5.16
Bowls Hire Deposit	£20.00	£20.00

CROQUET	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Hourly Hire - Adult	£8.50	£8.61
Hourly Hire - Concession	-	£5.16

PITCH & PUTT	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
One Round - Adult	£6.00	£6.07
One Round - Concession	£3.50	£3.64

SWIMMING – LIDO	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Lido Early Morning/Evening/Winter - Adult	£4.00	Not available during 2021/22 due to Covid-19.
Lido Early Morning/Evening/Winter - Concession	£2.50	
Lido Day Ticket - Adult	£7.00	
Lido Day Ticket - Concession	£4.50	
Lido Day Family Ticket (2 adults & 2 children)	£19.00	
Lido Day Adult & Child Ticket	£10.00	
Lido 1 Hour Session - Adult	£4.00	£4.05
Lido 1 Hour Session - Concession	£2.40	£2.43
Lido 1 Hour Session ^{*2} - Junior	£1.20	£1.21
Lido 3 Hour Session ^{*7} - Adult	-	£7.09
Lido 3 Hour Session ^{*7} - Concession	-	£4.25
Lido 3 Hour Session ^{*2&7} - Junior	-	£2.12
Lido 1 Month Season Ticket - Adult	£48.00	£48.62
Lido 1 Month Season Ticket - Concession	£29.00	£29.17
Lido 6 Month Season Ticket - Adult	£136.00	£137.76
Lido 6 Month Season Ticket - Concession	£82.00	£82.65
Lido 12 Month Season Ticket - Adult	£200.00	£202.60
Lido 12 Month Season Ticket - Concession	£120.00	£121.56
Lido Sauna Session Ticket	£3.00	Not available during 2021/22 due to Covid-19.
Lido Sauna Season Ticket	£63.50	

SWIMMING - LIDO & BATHING PONDS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Lido & Bathing Ponds 6 Month Season Ticket – Adult	£154.00	£156.00
Lido & Bathing Ponds 6 Month Season Ticket - Concession	£92.00	£93.60
Lido & Bathing Ponds 12 Month Season Ticket - Adult	£222.00	£224.88
Lido & Bathing Ponds 12 Month Season Ticket - Concession	£133.00	£134.92
Lido & Bathing Ponds 6 Month Season Ticket (Free Morning Swim before 9.30AM - U16's	£0	£0
Lido & Bathing Ponds Season Ticket (Free Morning Swim before 9.30AM - Over 60's	£0	£0

SWIMMING - BATHING PONDS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Bathing Pond Session - Adult	£4.00	£4.05
Bathing Pond Session - Concession	£2.40	£2.43
Bathing Ponds 6 Month Season Ticket - Adult	£66.00	£66.85
Bathing Ponds 6 Month Season Ticket - Concession	£33.00	£40.11
Bathing Ponds 12 Month Season Ticket - Adult	£125.00	£126.62
Bathing Ponds 12 Month Season Ticket - Concession	£66.00	£75.97

TENNIS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Annual Membership	£29.75	£30.13
Pay & Play Membership	£0	£0
Hourly Court Hire - Adult	£9.25	£9.37
Hourly Court Hire - Concession	£5.55	£5.62
Junior Group Coaching – Beginners/Improvers 5x 1 hour weekly lessons	£47.50	£48.21
Group Coaching – Beginners/Improvers 5x 1 hour weekly lessons	£59.50	£60.27
Group Coaching – Beginners/Improvers 5x 1.5 hour weekly lessons	£89.25	£90.41
Group Coaching – Beginners/Improvers 5x 2 hour weekly lessons	£119.00	£120.54

CAR PARKING	Charges 1/4/2020	Proposed Charges 1/4/2021 (+9.58%-12.5%)
0-2 hours ^{*3}	£4.00	£4.50
2-4 hours ^{*3}	£8.00	£9.00
Additional hourly charge above 4 hours ^{*3}	£7.30	£8.00

TRADITIONAL FAIRS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Pitch hire fee	2.6% increase	1.3% increase

WALKS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Bat Walk	£7.00	£7.09
Staff Led Group Walk	£7.00	£7.09

LICENSES	Charges 1/4/2020	Proposed Charges 1/4/2021 (*+1.3%)
Angling	£10.00	£10.13*
Professional Dog Walking License ⁵	-	£300.00
Replacement Dog Walking License ID	-	£20.00
Forest Schools	5% of advertised fees	5% of advertised fees

BANDSTAND HIRE	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Queen's Park, 3 hour hire (including tables & chairs)	£72.00	£72.93
Queen's Park, 3 hour hire	£61.50	£62.29
Parliament Hill, 3 hour hire	£61.50	£62.29
Golders Hill Park, 3 hour hire	£61.50	£62.29

HOURLY ROOM HIRE	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Parliament Hill Meeting Room	£30.00	£30.39
Parliament Hill Bowls Pavilion Meeting Room	£30.00	£30.39
Hampstead Heath Extension Meeting Room	£20.00	£20.26
Queen's Park Meeting Room	£20.00	£20.26
Cleaning Charge	-	£5.00

COMPOUNDS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+10%)
Daily Charge for the siting of skips or scaffolding withing a fenced area.	0.52 per M ² (Minimum daily charge £67.00)	0.57 per M ² (Minimum daily charge £73.70)
Weekly Forest School Storage Charge (Highgate Wood)	Price on application	Price on application

MEMORIAL BENCHES & PLAQUES	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Engraved Bench (Hampstead Heath & Queen's Park)	£2,565.00	£2,598.34
Engraved Bench (Pergola & Hill Garden)	£4,617.00	£4,677.02
Engraved Plaque (Highgate Wood)	Price on Application	Price on Application

EVENTS	Charges 1/4/2020	Proposed Charges 1/4/2021 (+1.3%)
Application Fee - Community Events* ⁴	£25.00	£25.00
Application Fee - Commercial Events* ⁴	£50.00	£50.00
Electricity - Daily connection charge	£51.50	£52.16
Electricity - Unit Charge	Unit charge	Unit charge
Water - Daily connection charge	£51.50	£52.16
Water - Unit Charge	Unit charge	Unit charge
Waste & Recycling - Hourly collection cost	£51.50	£52.16
Waste & Recycling - Disposal cost	£154 per ton	£156 per ton
Event Ground Hire Charge	Price on Application	Price on Application
Event Ground Hire Restoration Charge	Price on Application	Price on Application
Event Environmental Impact Charge	Price on Application	Price on Application
Hourly Staff Charge	-	Price on Application

FILMING & PHOTOGRAPHY	Charges 1/4/2020	Proposed Charges 1/4/2021
Filming	Price on application	Price on application
Photography	Price on Application	Price on Application

WEDDINGS & CIVIL CEREMONIES	Charges 1/4/2021	Proposed Charges 1/4/2022 (+1.3%)
Hill Garden Shelter - Mon-Thu	£2,724.00	£2,931.00 ^{*1&8}
Hill Garden Shelter - Friday	£3,293.50	£3,508.00 ^{*1&8}
Hill Garden Shelter - Weekend	£3,858.00	£4,080.00 ^{*1&8}
Pergola - Mon-Thu	£2,498.00	£2,702.00 ^{*1&8}
Pergola - Friday	£2,724.00	£2,931.00 ^{*1&8}
Pergola - Weekend	£3,068.00	£3,281.00 ^{*1&8}
Queen's Park Bandstand - Mon - Fri	£1,123.50	£1,309.00 ^{*1&8}
Queen's Park Bandstand - Weekends	£1,493.00	£1,684.00 ^{*1&8}
Table Service Charge ^{*8}	£169.00	*8

CITY OF LONDON

Hampstead Heath, Highgate Wood and Queen's Park Sports facilities and activities - Pricing Benchmarking Report

January 2021



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1. Executive Summary

- 1.1. The City of London Corporation ('the City Corporation') has commissioned Max Associates to undertake a sports benchmarking exercise to inform the Division's fees and charges commencing April 2021/2022. Hampstead Heath (number 803392), Highgate Wood and Queen's Park Kilburn (number 232986) are registered charities, for which the City Corporation is the Trustee. The Hampstead Heath, Highgate Wood and Queen's Park Committee manages Hampstead Heath on behalf of the City Corporation and must take decisions in the best interests of the charity.
- 1.2. In this 2020 report we utilise Sport England Active Places Power (APP) database to refine and refresh the data from the benchmarking exercise previously undertaken by Max Associates. The APP data helps establish a new analysis of comparable facilities that are similar in facility type and are within specified travelling distances to those on offer at Hampstead Heath, Highgate Wood and Queen's Park.
- 1.3. The analysis includes a review of the recommendation outlined in the March 2020 Swimming Review and its recommendations for pricing, safety control measures and capital investment. These changes have been noted as part of the analysis of other providers identified in this report.
- 1.4. We have also taken into account the findings outlined in the 2017 Athletics Track Benchmarking exercise, and its recommendations of setting a fixed hourly charge for club use and discounted prices for track session and season ticket prices for club members. Where we have found a comparable offer, this has been included.
- 1.5. The report also includes an analysis on concessions and any schemes that we found that offer free access to specific groups. As part of the review, we consider how further refinement of the concessionary categories may help improve its effectiveness. The analysis also looks at the use of day tickets, family tickets and season tickets where identified.
- 1.6. The findings of the report include a summary table together with some key themes and recommendations that aim to help simplify the pricing structure.
- 1.7. Since the 2015 Benchmarking Exercise was undertaken the sport and activity sector has continued to adapt to changes in technology and the use of internet solutions for pitch and activity booking. Customers are increasingly accustomed to using these and for the younger age groups particularly, booking through traditional systems like phone or post are more likely to be seen as a barrier to participation.
- 1.8. This report includes more data on the extent to which booking activities online is now being used by providers either directly or through the use of third-party providers.
- 1.9. The timing of this report coincides with a challenging and wholly unexpected period brought about by the emergency restrictions imposed by the Covid-19 pandemic. Admission and activity price data normally available through Council and operator websites and booking pages has been effectively 'turned off' as the Government has restricted their use and

alternative enquiries by phone or through email have been delayed either due to staff furloughing or as facilities have not opened. This has impacted the amount of comparable data we have been able to collect.

- 1.10. The comparator tables used in the 2015 report have been re-populated with new data for 2020. The complete dataset has been provided as an Appendix to this report.
- 1.11. This period has seen extreme pressure on public and charitable sector finances with the result that all bodies providing sporting and leisure services are more seriously having to review their traditional approaches to provision as they attempt to balance revenues and costs.
- 1.12. We expect the long-term impact of the Covid-19 crisis on the public provision of sports and leisure services to reverberate for some years to come.

Table 1 – Summary of Our Price Setting Recommendations

NORTH LONDON OPEN SPACES	No Change	Increase with inflation	Increase Above inflation	Increase/ Decrease in line with Benchmarking	Proposed Concessions	Free Access Proposals	Price Increase
ATHLETICS TRACK			✓				✓
CRICKET			✓				✓
FOOTBALL			✓				✓
RUGBY			✓				✓
SOFTBALL/ ROUNDERS (HAMPSTEAD HEATH)			✓				✓
BOWLS			✓		✓		✓
CROQUET (Golders Hill Park)		✓					
PITCH & PUTT (Queen's Park)			✓		✓		✓
SWIMMING							
<i>Lido Day Ticket (Individual and Family)</i>		✓					✓
<i>Season Ticket</i>				✓			
<i>New Swim Monthly Membership</i>				✓			
<i>Bathing Ponds Day Ticket</i>			✓				
<i>Lido & Bathing Ponds combined Season Tickets</i>				✓			✓
TENNIS		✓			✓		
TENNIS COACHING		✓					

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- 2.1. Max Associates was commissioned in July 2015 to carry out a fundamental review of current fees and charges and charging policy on Hampstead Heath, Highgate Wood and Queen’s Park. This 2020 report provides an update to that earlier benchmarking exercise, using the Sport England Active Places Power database to refresh the data on facility type, location and travel distance to ensure that, where practical, a like for like comparison can be made.
- 2.2. By refreshing the list of facilities and collating up to date fees and charges information for the activities available at those locations, we have been able to make recommendations for pricing.
- 2.3. Aims of the report:

Table 2 – Aims of the Report

- | |
|---|
| <ol style="list-style-type: none">a. Analyse comparators in relation to day tickets, family tickets, season tickets and pitch/court hire. For each comparator understand if online booking is utilised and who the service provider is.b. Understand the approach to concessions and any schemes to offer free access to specific group across all sports.c. Consider the options to simplify the range of ticket options for each sport. Recognising that online booking for football, rugby and cricket is being progressed for April 2021. |
|---|

2.4. Context and General Industry Observations

- 2.4.1. Continuing pressures on all public bodies and charities demand from those who are responsible for their management, a need to constantly review all charges for activities and services that are provided.
- 2.4.2. Where outdoor sports in parks and open spaces are concerned, there is continuing evidence of a diverse approach to fees and charges with base price levels varying across local authorities and other providers for similar services and activities.
- 2.4.3. Local Authorities are in the main continuing to provide outdoor pitch booking services although the function is carried out by numerous departments including parks, sports and allotments. There is growing evidence that promoting access to open spaces is also being shared with third party providers.
- 2.4.4. Obtaining access to basic price information has been more challenging in 2020 than in 2015. We found access to open data often complicated by the growing use of phone apps or the need for registration and sign up to provider websites in order to find price information.

- 2.4.5. We found relatively fewer providers offering comparable data on some sports, like softball or pitch and putt, which we expect may be due to both the timing of our search (winter) and the Covid-19 restrictions. For others like bowls, the fact that this sport is generally in decline is also a contributory factor.
- 2.4.6. Whilst many local authorities continue to offer particular policies for concessionary users, we found some variation between the terms and conditions of the concessionary schemes between those authorities. Across Hampstead Heath, Highgate Wood and Queen's Park the City Corporation provides a concession discount at 40% of the adult price, with rounding. When comparing the charges from other providers we have referred to this level of discount on concessionary prices.

3. Benchmarking

3.1. General Observations

- 3.1.1. Providers in general, continue to have a wide range of price options and packages for facilities and services. Variations that include prices at off-peak and peak times tend to be less promoted. Activity charges per hour or per session are common and we have seen clear evidence of charges that distinguish between resident and or non-resident and where membership is a pre-requisite, between member and non-member. These variations make overall comparisons more difficult between authorities/providers.
- 3.1.2. In the main, where the provision is effectively privately controlled like a sports club or franchise operation, operators tend to offer fewer variations to a standard price for use. The price setting is commercially driven and there is less overall difference between standard prices and prices for children or older age groups compared to public sector providers.
- 3.1.3. In comparison, public bodies such as local authorities and charitable trusts provide a complex range of discounting to both concessionary groups and regular users. We found concessionary pricing related particularly to age and economic status although there was no evidence that these applied consistently similar discounting criteria in setting prices for vulnerable groups.
- 3.1.4. Where quality differences exist, higher grade facilities command premium prices. We found this to be particularly true of grass pitches with a number of public bodies and other providers using pitch grading as a price differentiator.
- 3.1.5. We found free use particularly for outdoor activities to be the exception rather than the norm. We found evidence of free access applying to the use of some tennis courts in the neighbouring local authority of Haringey although in general where free use is permitted providers use their discretion as to the number and type of courts that are free and for what periods. The booking provider OpenPlay provides more background to the opportunities for free tennis in London at <https://www.openplay.co.uk/blog/best-free-tennis-courts-in-london/>
- 3.1.6. Where local authorities have outsourced their services to Trust or other community type organisations, those operators continue to apply the concessionary policy of the relevant authority but have also developed activity specific or all-inclusive membership offers that include loyalty type discounted prices on a large number of activities over the standard price for casual pay and play customers.

3.1.7. When viewing historic local authority fees and charges reports and in setting prices for 2020-21, Tower Hamlets¹ and Harrow have chosen to apply discretionary judgement and increased charges above the underlying rate of inflation². In terms of Harrow the decision is based on a move towards full cost recovery³.

3.1.8. A summary of our findings for 2020:

- Fewer Authorities/Providers are promoting traditional modes of differential pricing including peak and off-peak times as a basis for pricing.
- There is evidence of differences in pricing being used for residents and non-residents and for members and non-members.
- Concessionary prices continue to be offered although there are variations on the level of discount, who is offered a concession and when concessionary use might apply.
- Free use of outdoor sports facilities is limited and increasingly uncommon.
- Where quality distinctions are made – higher grade pitches are charged at high rates to lower grade pitches.
- In responding to continuing pressures in finance, local authorities and other providers, in setting annual fees and charges are not averse to raising prices above inflation.

3.2 Quality

3.2.1 Since 2015 there has been investment in the tennis provision at Hampstead Heath and Queen’s Park which has improved the playing surfaces. We understand that for the remaining sports, overall standards have been well maintained and their upkeep remains on par with the assessment made in 2015.

3.2.2 The price quality framework set out in table 3 is used to provide some context to the analysis.

Table 3 – Price Quality Framework as a Guide to Differential Pricing

High Quality/High Price	Low Quality/High Price
Protect current arrangements to a level the market can sustain	Increase quality to maintain income potential
High Quality/Low Price	Low Quality/Low Price
Consider options for price increases to reflect investment and levels of demand	Consider options for investment in existing quality or change provision in line with strategic aims.

3.3 Price

3.3.1 In order to make effective comparisons between the facilities and those available in of neighbouring Boroughs, the Sport England Active Places Power database was searched and reviewed.

¹ [Tower Hamlets Council - Decision - Fees & Charges 2020-21](#)

² [Decision - Fees and Charges 2020/21 \(harrow.gov.uk\)](#)

³ [Meeting: \(harrow.gov.uk\)](#)

3.3.2 The Sport England database provides a full dataset of circa 12,500 facilities across England listed by age, facility type, management type and location. The dataset can also be searched using post code analysis to derive journey times from a particular point.

3.3.3 For ease of reference the post code of the Parliament Hill Fields Lido was used as a base point.

3.3.4 The database was screened to ensure the comparator sites and facilities resembled as close as possible those at Hampstead Heath, Highgate Wood and Queen’s Park. A summary of the specific criteria used is set out below:

Table 4 – Criteria Applied to Active Place Power (APP) Dataset

Activity	Facility Type	Journey time
Athletics	8 lane synthetic track	
Football, Cricket, Rugby	Adult/Junior Grass pitch, no floodlights but with changing facilities; Pay and Play; Non School sites.	Up to 30 minutes by car
Softball	Pay and play	Up to 30 minutes by car
Tennis	Macadam surface; no floodlights; not overmarked	Up to 30 minutes by car
Outdoor Pool Swimming	Greater than 250 metres square of outdoor swimming water; pay and play; with changing facilities.	30-minute travel times by car

3.3.5 As the APP does not hold data on venues for open water swimming, pitch and putt, bowls croquet or angling, a general sweep of the facilities within and around London was undertaken.

3.3.6 Our original intention was to utilise the APP dataset over a 30-minute drive time. During our research it became apparent that many of the locations were either closed, not operating or where uncontactable by phone or email. Whilst the data includes those providers within the catchment range, only those we were able to provide information on have been included.

3.3.7 It is important to recognise that where facilities may be booked via a third-party app, the price charged may in some cases include the handling fee applied by the app provider. As a result, the price may differ from the income that the particular Council might receive directly from its own sale of the same item.

3.3.8 The dataset is provided as an Appendix to this report.

4. Sports Fees and Charges Analysis

4.1. Athletics (Quality Medium/Price Low)

- 4.1.1. The City Corporation commissioned benchmarking in 2017 with particular emphasis given to the charges for club training. That review concluded by recommending that clubs be charged a fixed hourly rate for use based on their hire periods on Tuesday and Thursday evenings throughout the year. The rate set at that time was £22.56 per hour. In 2020-21 the hourly rate for club training was increased by inflation to £23.77 per hour.
- 4.1.2. Due to social distancing restrictions, athletics meetings were restricted from March 2020. Despite the easing of Covid-19 restrictions during the year, venues such as the Croydon Sports Arena remain closed. Of the 11 comparable facilities identified, only 3 were providing publicly accessible information on the hourly charge for meetings.
- 4.1.3. The City Corporation charges for meeting based on a full day rate (7.5 hours from 9-00am -16.00pm or a half day rate comprising 3.5 hours either 9.00am-12.30pm or 1.3.00-16.30pm). None of the facilities we researched offered a flat fee price based on full day or half day use. We have used the equivalent hourly rates as a basis for comparison.
- 4.1.4. The highest charges continue to be levied at Enfield Lee Valley (£80 per hour) equivalent to £600 for a full day or £280 for a half day. The Linford Christie Stadium hourly rate is £77.65, equivalent to £582.37 for a full day or £271.80 for a half day. The QE2 Stadium charges the lowest rates at £37 per hour, equivalent to £277.50 for a full day or £129.50 for an equivalent half day.
- 4.1.5. The City Corporation ranks at the lower end of the benchmark, charging the equivalent of between £35.13 per hour for a full day and £37.85 for the half day for a booking Monday to Friday. The rates increase at weekends and bank holidays to £43.80 for the full day and £46.85 per hour based on use for a half day. At the time of the search, it was not possible to determine whether a minimum hire period was applied to meeting bookings at comparable venues.

Table 5 – Athletic Meeting/Equivalent Hourly Charges

ATHLETICS	Athletics Midweek (Monday -Friday)	Athletics Weekend and Bank Holidays	Equivalent/ Hourly Charge
City Corporation*- Hampstead Heath FULL DAY	£263.50*	£328.50	£35.13/£43.80
City Corporation*- Hampstead Heath HALF DAY	£132.50	£164.00	£37.85/£46.85
Linford Christie Stadium FULL/HALF DAY	£582.37/£271.78	n/a	£77.65
Lee Valley FULL/ HALF DAY	£600.00/£280.00	n/a	£80.00
QE2 FULL/HALF DAY	£277.75/£129.50	n/a	£37.00

*Full Day 7.5 hours; Half day 3.5 hours

- 4.1.6. We feel that there is an opportunity to re-package the price based on an hourly charge rather than a flat fee basis and introduce minimum hire periods for hire where necessary. With this change there is an opportunity to increase the hourly charge bringing it closer to the level required to cover the operational costs of the track.
- 4.1.7. The discount rate offered for school hire has continued to weaken. Only the Linford Christie Stadium publicised a Sports Day rate for the use of their athletics stadia. The remaining facilities have reverted to an hourly charge for schools. In this regard, the City Corporation currently charges £79 for am or pm use, the equivalent of £22.57 per hour and £158 for a full day (equivalent to £21.06 per hour).
- 4.1.8. In comparison, the Linford Christie Stadium levies a charge of £181.20 for a 3-hour booking by Borough schools (the equivalent of £60.40 per hour) and £224.95 (or £74.98 per hour) for non-Borough. Additional hourly rates are charged out at £72.95 and £91.60 respectively.
- 4.1.9. The Lee Valley Athletics Stadium charges a flat rate of £75.00 for school use. An equivalent full day booking would equate to £562.50 or £262.50 for a half day.
- 4.1.10. The rates at the QE2 in Enfield are £32 per hour. This takes the cost of a 3.5 hours half day booking to £112 making this the lowest priced school offer in the sample.
- 4.1.11. If we look at the discount rate against the standard rate for school use, at 40% this is particularly high at the City Corporation compared to others in the benchmark.
- 4.1.12. Again, we feel that there is scope to increase the hourly rate to help offset the operational costs of providing the service whilst still retaining a sizeable if not reduced concession discount for schools in line with others in our sample.

Table 6 – Athletics School Rates

	Schools Full Day*	Schools Half Day*	Equivalent/ Hourly Charge	Discount offered
City Corporation*- Hampstead Heath	£158.00	£79.00	£22.57/£21.06	40%
Linford Christie Stadium	Borough £453.00/Non-Borough £562.35	Borough £181.20/ Non- Borough £224.95	£60.40/£74.98	23%/3.5%
Lee Valley**	£562.50	£262.50	£75.00	6.25%
QE2*	£240	£112	£32.00	13.6%

*Full day 7.5 hours; Half day 3.5 hours

- 4.1.13. We found a good level of data to enable an effective comparison to be made on track admissions prices. Interestingly the current City Corporation charges are advertised as a day ticket price. We found no other comparators offering the same offer. Instead, many offered a fixed period (1 hour or 50 minutes) session price.
- 4.1.14. Session prices ranged from £8.00 per hour at the New River Sport & Fitness to £3.50 per hour at Perivale Athletics track in Ealing. The current City Corporation charge sits within this range but we would suggest that the descriptor be changed from Day Ticket to a time

limited (1 hour or 50 minutes) ‘Track’ session. We understand that this aligns with the current online booking arrangements.

4.1.15. Concessionary discount rates for athletics vary considerably across competitors. A number do not appear to offer a concessionary price for use.

4.1.16. There appears to have been a downward trend since our 2015 report in reducing the application of concessionary charges in this category. Where a comparison is possible, the differential price offered by the City Corporation is at the upper end of the benchmark, and it may wish to consider reducing the discount further.

Table 7 – Athletics Track Admission Charges

Athletics Individual Admission	Individual		Discount offered 2020
	Adult	Concession	
City Corporation – Hampstead Heath	£4.50	£3.00	40%
Battersea Park Millennium Arena/ and Norman Parks Athletics track	£5.00	£3.50	30%
Lee Valley Athletics	£4.00	£2.70	32.5%
Linford Christie Stadium	£5.35	£3.25	40%
Perivale Park Athletics	£3.40	£3.40	0%
Tooting Bec Stadium	£4.70	£4.70	0%
David Weir Stadium	£5.25	£5.25	0%
New River Sport & Fitness	£8.00	£8.00	0%

4.1.17. Of the comparators we found information on, only 4 providers expressly advertise prices for annual season tickets. Prices in this category varied from £160.20 at Linford Christie Stadium £380 at the QE2 Stadium. The rates charged by the City Corporation at £79 for Adult and £47.50 for concessions were again at the lower end of the sample. A number of the facilities do offer discounted rates on these prices for club athletes, but we were not able to obtain full information to enable an effective comparison to be made for this category. We understand that the City Corporation currently offers a discount on season ticket fees to club members.

Table 8 – Season Tickets

Athletics Annual Season Tickets	Individual		Discount offered 2020
	Adult	Concession	
City Corporation – Hampstead Heath	£79	£47.50	40%
Lee Valley Athletics, Enfield	£380	£280	26%
Linford Christie Stadium, Hammersmith & Fulham	£160.20	£80.20	50%
Norman Park, Bromley	£320	£215	33%

- 4.1.18. A number of facilities do provide specific options for monthly, 3 monthly and six-monthly passes and /or direct membership. Where the athletics track is part of a large sports complex, then use of the athletics facilities are included in the benefits of an inclusive membership.
- 4.1.19. Whilst we found little evidence that providers offered free use of an 8-lane athletics track, the 6-lane facility at Paddington Recreation Ground was offering free access
- 4.1.20. There was good evidence that booking individual track times via an online app was possible at a number of locations. There was no evidence however that the online functionality extended to booking meeting dates and times. All providers required interested customers to either speak to them directly or complete an online enquiry form.
- 4.1.21. We understand that City Corporation continues to improve the athletics facilities and is submitting a capital bid to secure funds for reconstructing the track in order to retain Clubmark status⁴.

Athletics: Key learning points

- As we observed in our 2015 report, none of the comparators differentiated between mid-week and weekend use of the track preferring to operate a set hourly rate.
- Rates for school use continue to be discounted but the level of discount is falling.
- Prices for annual season ticket at the Parliament Hill Athletics Track are low compared to other fee charging providers.
- A number of competitors like Lee Valley and New River, that have a track, include an athletics' offer within their direct debit membership options. Although this is not widespread, the City Corporation may wish to consider the merits of this as part of any future developments.

Athletics Track Price Recommendations

**Price Increase Above Inflation.
Consider phasing of increase to achieve aims**

4.2. Cricket (Quality High/Cost High/Middle)

- 4.2.1. Cricket charges have been compared with 15 other providers. In terms of pitch hire, seven authorities including the City Corporation differentiate between mid-week and weekend use with the remaining charging a flat fee for use. Many authorities include the charge for use of changing rooms with the hire fee. Authorities like Enfield only provide pavilion and changing facilities with the hire of their Grade One pitches and a number of authorities also differentiate their prices depending on whether the hire is full day, or part day or evening only.

⁴ <https://sportenglandclubmatters.com/club-mark/>

- 4.2.2. If we include the hire of changing rooms in the adult hire fee for weekend use, then a game at the City Corporation would be the equivalent of £151 (£105 pitch hire + £46.00 changing rooms) at Parliament Hill at weekends and cheaper at the Extension (£96.00 for pitch hire).
- 4.2.3. On this basis, we found the City Corporation operates in the mid-point of the comparator table (see overleaf) with six other venues being more expensive (The Walker Ground, Enfield (£250); Dulwich Sports Ground (£240); Council pitches in Harrow (£230), Peter May Sports Ground, Waltham Forest (£216), Douglas Eyre Sports Ground (£190) and Boston Manor, Hounslow (£178).
- 4.2.4. We could find few if any examples of up-to-date information on the separate charges for the hire of changing rooms at weekends. We only found rates for Southwark Council who advertise a rate of £55.50 for hire.
- 4.2.5. Weekday rates vary from the highest £150 at 2 separate venues in Waltham Forest and one in Hounslow to the lowest £72.31 a Grade B classified pitch at Ealing.
- 4.2.6. Junior pitch rates are levied by 5 out of the 16 providers. The remaining 9 providers make little distinction between hire rates for adult or junior use. Where they do, the rates vary from £42 (Islington) to £83 (Merton). At £63, the City Corporation sits in the midpoint of comparator prices. In addition, a number of venues offer rates for school use although we found this only applied to 5 of the venues in the sample.

Table 9 – Cricket Pitch Hire Charges

Cricket pitch	Weekend 2020-21 (incl. changing)	Midweek 2020-21 (no changing)		Discount
	Adult	Adult	Junior	
City Corporation – Hampstead Heath and Highgate Wood	£151.00	£96.00	£63.00	40%
Harrow (Council sites)	£230.00	£230.00	£115.75	50%
Ealing (Council sites)	£91.60	-	-	-
Islington (Wray Rec)	£99.00	£99.00	£42.00	58%
Merton/Brent (Council sites)	£120.00	£120.00	£83.00	31%
Southwark (Council pitches)	£80.00	£80.00	£49.50	38%
Waltham Forest (Peter May Sports Centre)	£216.00	-	-	-

- 4.2.7. In terms of midweek use the price difference between adults and junior rates varied from 70% (Hounslow) to 31% (Merton). At circa 40%, the City Corporation prices were at the lower end of the sample.

Cricket: Key learning points

- Competitors are more likely to advertise the total price of pitch hire and use of pavilions as opposed to advertising both prices separately. If most clubs tend to book both, it may be simpler to offer one all-inclusive price. If pitch hires and pavilion use are not regularly booked together, then keeping separate charges would appear reasonable.
- Discount rates for junior use at circa 40% of adult fees are towards the lower end of the comparators we found. This current level of discount remains competitive.

Cricket Price Recommendation

Price Increase Above Inflation

4.3. Football (Quality High/Cost High/Middle)

- 4.3.1 Hire rates for football have been compared with 28 other providers. Of the comparators we found, three differentiate their pitches in terms of quality, charging more for top grade pitches. Some providers like the City Corporation charge additional prices for use of the changing facilities. A standard pitch plus changing at the City Corporation sites is £136 (£90+£46).
- 4.3.2 The highest pitch rates were charged at the London Marathon Playing Field at Greenford and at Dulwich Sports Ground in Southwark. Both charged £174 for their top-grade pitch. The most expensive Council pitches were found at Harrow (£163.30).
- 4.3.3 The City Corporation's Epping Forest Wanstead Flats site had the cheapest hire rates (£73.50 Saturdays and £89 for Sundays). We found that Southwark Council also promoted school pitches for hire at £30.
- 4.3.4 Hire rates at the City Corporation (at Hampstead Heath) sit in the lowest quartile against competitors ranking 19/28 for pitch hire only. Again, as the City Corporation separate the rates for the use of the changing rooms, it is not necessarily easy to compare prices across the sample. If changing room fees are added, then the City Corporation rates rise to £136 per game, ranking the City Corporation 5/28 in comparison. We feel therefore that there is scope to raise pitch hire costs but not necessarily the hire rates for changing rooms.
- 4.3.5 In general terms, we found that junior rates are lower than a number of other providers. The highest junior rates are charged at Harrow (£100.90). Islington, Enfield and the Royal Borough of Kensington & Chelsea all currently charged more for junior use than the City Corporation.
- 4.3.6 Some providers continue to offer an off peak and peak price option as well as differentiated between hire charges for Saturdays and Sundays. Junior use in some cases is promoted on Sunday afternoons with some evidence that junior use is also limited to lower grade pitches.

Table 10 – Football Pitch Hire (grass)

Football Saturdays	Pitch Price 2020-21		Discount offered 2020-21
	Adult	Junior	
City Corporation, Hampstead Heath and Highgate Wood	£90.00	£54.00	40%
City Corporation, Wanstead Flats	£73.00) Sat) /£89.00 (Sun)		
Barnet	£81.50	£40.50	50%
Haringey New River	£80.00	£50.00	38%
Haringey (Other Council pitches)	£110.85	£48.95	56%
Brent	£83.00-	£50.00	40%
Islington	£98.60	£58.50	40%
Royal Borough of Kensington & Chelsea	£98.90	£64.80	35%
Enfield	£121.00	£66.00	50%
Southwark	£95.00	£47.00	50%
Hammersmith & Fulham	£99.60	£45.10	55%

- 4.3.7 Our sample included nine providers who advertised rates for schools. There was some evidence that the rates for school use was further discounted against the junior hire rates although the rates for schools varied between £25.95 in Haringey to £77 in Harrow.
- 4.3.8 We identified a few instances where providers had introduced new categories of prices for hirers. This included prices for borough and non-borough schools/users and for chartered and non-chartered clubs.
- 4.3.9 Although we do not see either of these options as relevant at this time, Officers may wish to note these measures as part of continuing developments in pricing strategies.
- 4.3.10 Booking a football pitch is increasingly available online. As well as being available through operator specific apps from GLL, Fusion, Everyone Active and The London Playing Fields Foundation – www.lpff.org.uk; Openplay - www.openplay.co.uk; Playfinder – www.playfinder.com/london; PlayFootball - www.playfootball.net are also operating in the sector.
- 4.3.11 In terms of pitch bookings, we found that in general local authorities per se were more likely to still require customers to phone in with requests or complete applications online. Where booking online was an option, all providers were in the main working in collaboration with established partners including recognised leisure software providers like Gladstone MRM and Legend or specialist pitch booking providers like OpenPlay, iDVerde and the London Playing Fields Foundation. We only found evidence were one local authority Enfield was using its own bespoke software Zipporah.

Football: Key learning points

- Current hire charges for pitch only use is lower than a number of competitors. Our understanding is that the pitches are of good overall quality and therefore there is scope to increase fees.
- Whilst we encourage the fees to be increased for pitch only hirers, we feel that there is limited potential to increase the hire charges for the changing facilities.
- Some authorities continue to use Saturday/Sunday as a means of identifying periods of high and low demand.
- Providers continue to apply a discount rate for Junior use against the adult price. We found evidence that the rates vary between 30-55% with a number of providers directing junior use to periods of lower demand or onto pitches of lower quality.
- There is strong evidence of the ability to book football pitches online. A number of providers are operating in this area and we found that a number of Council's were referring enquiries to third party websites.

Football Price Recommendation

Price Increase Above Inflation

4.4 Rugby (Quality High/Cost High/Middle)

- 4.4.1 Pitch hire rates have been compared with 14 other provides. Whilst some providers offer the use of the changing rooms along with pitch hire, it is not always made clear from their prices. Due to the Covid-19 restrictions, hirers are not permitted to hire changing rooms at present and therefore we have used the basic pitch hire price as a guide for the comparison.
- 4.4.2 At £90.00 for pitch hire, the City Corporation is at the midpoint of comparators. The highest charges levied by a local authority are at Barnet (£118.98). Hammersmith & Fulham, Southwark and Enfield Councils also charge more.
- 4.4.3 Junior rates are on par with other providers with the City Corporation offering an average discount differential between adult and junior rates. A look at the current rates offered at Boston Manor confirms that some providers are not averse to charging higher rates from junior use over other providers.
- 4.4.4 There is some evidence that providers do offer some further discount on hire by schools. In our sample we found the publicised rates vary from £25.95 to £69.45.
- 4.4.5 We found evidence that booking a rugby pitch were being advertised as an option in a number of online apps available either through Council websites or via third party operator apps. Whilst these apps provided information on rugby pitches, the availability of rugby pitches and their particular prices were less common to view than other sports like football

and cricket. It is our view that booking a rugby pitch online is less well designed than for other sports.

Table 11 – Rugby Pitch Hire

Rugby	Pitch Price 2020-21		Discount offered 2020-21
	Adult	Junior	
City Corporation – Hampstead Heath	£90.00	£54.00	40%
Southwark	£95.00	£47.00	50%
Brent	£90.00	£53.00	42%
Hammersmith & Fulham	£99.65	£62.45	38%
Barnet	£118.28	£58.64	50%
Hounslow (Council Pitches)	£75.00	£58.54	32%
Boston Manor (Hounslow)	£98.00	£70.00	29%
Hackney Marshes (Hackney)	£93.60	£44.30	55%

Rugby: Key learning points

- Pitch only charges are comparatively low when compared to competitors so there appears room to increase these.
- Discount rates for junior use at 40% are more generous than a number of comparator providers where discounting is offered.

Rugby Price Recommendation

Price Increase Above Inflation

4.5 Softball/Rounders (Assumption Quality of Facilities High)

4.5.1 We found a total of six providers who provided public information about hire charges for Softball. Hammersmith and Fulham charged the highest fees at £99.70 including use of a changing room. Rates at the Hub in Regents Park and at the Council sites in Harrow were £82.50 and £81.40 respectively. Both are somewhat higher than the rates charged currently by the City Corporation who do not offer changing rooms as part of the hire.

4.5.2 The cheapest rate we found was at Woodfield School in Brent (£30).

4.5.3 We found good evidence that the interest in softball as a sociable and fun activity is growing. Online providers like Go Mammoth (<https://www.gomammoth.co.uk>) advertise meet up, social games and league opportunities widely using social media. The company offers its members softball opportunities at local venues in and around the capital. A review

of their website suggests that the company identifies and pre books venues and then uses its staff to promote new activities to its growing list of members.

4.5.4 As well as reviewing prices, there is further potential to increase the interest in softball by collaborating with operators like Go Mammoth in the joint marketing of the facilities

Softball: Key learning points

- The number of overall providers offering comparable outdoor facilities for Softball appears to be quite small.
- Current rates for softball are generally lower than a number of competitors.
- The interest in softball as a sociable and fun sport is increasing. We recommend that Officers consider the merit of working with Go Mammoth to increase the awareness and use of softball facilities to the London market.

Softball Price Recommendation

Price Increase Above Inflation

4.6 Bowls (Quality of Facilities High/Price Low)

4.6.1 We found limited information of alternate providers for bowls and croquet.

4.6.2 For bowls, activity charges the City Corporation were ranked lower/mid in comparison to the four other providers we identified. There is therefore some scope for increase above inflation.

4.6.3 In a bid to encourage younger players most providers offer a junior option and the discount off the adult prices ranged from 25%-48%.

Table 12 – Bowls Activity Charges

Bowls	Hire charges 2020-21		Discount offered 2020-21
	Adult	Junior	
City Corporation – Hampstead Heath	£4.00		
Finsbury Square, Islington	£7.00		
Tower Hamlets (Council sites)	£2.90	£1.50	48%
Merton (Council sites)	£7.50	£6.00	20%
Wimbledon Park Bowls Club (Merton)	£10.00	£7.50	25%

4.6.4 Two providers, Tower Hamlets and Merton also offered a season ticket option priced at £40.60 and £130 for adults respectively. This equates to a factor of around 14 times the

adult price in each case. To encourage take-up, the City Corporation may wish to consider introducing this as a new price category from 2021-22.

- 4.6.5 Albeit from a relatively low base, prices charged by the Tower Hamlets local authority were raised above inflation. Printed records of the Council's Fees and Charges report for 2020-21 shows that price increases of 7.1% for junior price and 6.7% on the cost for an Adult leisure pass holder were approved⁵.

Bowls: Key learning points

- Our search on bowls prices identified a small number of comparable providers.
- Where we were able to establish the comparisons, we found that rates charged were generally ranked low compared to others.
- A number of alternate providers also included a junior price and there was evidence of season ticket prices being available.
- To increase participation, consideration could be given to the development of the online offer for public pay and play bowls activities.

Bowls Price Recommendation

Price Increase Above Inflation

4.7 Croquet (Quality of Facilities High/Price Low)

4.7.1 Our analysis recognises that the facilities for croquet involve the shared use of the Parliament Hill bowling green.

4.7.2 We found only one comparator provider advertising prices for croquet.

4.7.3 Sydenham Tennis Club charge £40 for a 3-hour session and £20 per hour thereafter. This equates to between £13-£20 per hour which is considerably higher than the charges at the City Corporation.

4.7.4 Given the limited data for comparison, there may not be sufficient evidence on which to provide a recommendation for 2021-22 suffice to say that there may be scope to increase the hourly price above inflation.

4.7.5 Given the uniqueness of the offer, Officers may wish to hold or apply the standard inflationary increases to price pending further analysis in 2021-22.

⁵ [Tower Hamlets Council - Decision - Fees & Charges 2020-21](#)

Croquet: Key learning points

- To increase participation consider expanding and promoting the opportunities croquet available through the online booking system.
- Consider further development opportunities through further partnership working with the network of bowls clubs.

Croquet Price Recommendation

Increase in line with Inflation

4.8 Pitch & Putt (Quality of Facilities Good/Price Medium)

4.8.1 Our search identified five alternative providers offering pitch and putt activities. The highest charges were at the Putt in the Park franchised offer at various Council park sites within Wandsworth.

4.8.2 The Putt in the Park offer is somewhat removed from the standard putting green game. Course design includes single level crazy golf challenges, and a venue that caters for parties and a wide range of food and drink offers.

4.8.3 All providers offer a concessionary priced offer and this included rates for juniors and or seniors. Restrictions can apply for access by concessionary customers.

4.8.4 Rates charged at the City Corporation are generally mid-range with other providers.

4.8.5 Pitch and putt tends to be a fun activity undertaken by groups or with family members. As a variation to the standard admission price, the Putt in the Park sites offer a ticket for a family of up to five costing £30. Introducing a new family ticket is therefore an area for consideration.

Table 13 – Pitch and Putt Activity Charges

Pitt & Putt	Hire charges 2020-21		Discount offered 2020-21
	Adult	Concessions	
City Corporation - Queen's Park	£6.00	£3.50	40%
Alexandra Palace, Haringey	£7.50	£6.50	14%
Horsenden Hill, Footgolf Greenford	£2.90	£1.50	48%
Oakhill Pitch and Putt, Barnet	£7.00	£5.00	39%
Grovelands Park, East Barnet	£4.90	£3.90*	20%
Putt in the Park (Various sites Wandsworth)	£10.00	£8.00**	20%

* Mon-Fri only; ** U15's £8; Pensioner £7-£8

4.8.6 We found no evidence of season ticket prices for this activity.

4.8.7 Online booking was available through the Putt in the Park website. Although the facilities were closed at the time of study, we understand that the pitch and putt facilities at Alexandra Palace can be booked via the 'see tickets' feature on their website.

Pitch & Putt: Key learning points

- Pitch and putt tend to be fun activities undertaken by groups or with family members. Introducing a new family ticket is therefore an area for consideration.
- Consideration could be given to improving participation rates through further dialogue with commercial partners who exist in the market.

Pitch & Putt Price Recommendation

Price Increase Above Inflation

4.9 Swimming; The Lido (Quality High /Cost Low)

4.9.1 Data from seven Lidos, three unheated and four heated, were assessed from those operating in and around the London area.

4.9.2 Prices for lido swimming ranged from £4.45-£8.00 for heated pools and £6.85 - £8.00 for unheated pools based on an adult admission price. The highest priced day ticket £8.00 was found at Park Road Pool and Brockwell Lido. Surprisingly, we found that the cheapest admission price of £4.85 was for the heated lido at Charlton Lido and Lifestyle Club.

4.9.3 The benchmarking exercise has been undertaken during the Covid 19 pandemic. Many if not all of the facilities are under government restrictions and therefore the pricing and scheduling is likely to be different to normal operations.

4.9.4 During the Covid restrictions, all operators have had to observe strict pre-booking and timed activity sessions for swimming. The City Corporation has introduced lower activity prices for timed sessions during the Covid period. The price for day tickets was temporarily lowered to £4 (adults) and £2.40 (Concession adults). A temporary children's charge of £1.20 was also introduced. The combined family day tickets were also withdrawn.

4.9.5 We did not find any evidence that other providers had adopted similar temporary measures to reduce prices for general swimming.

4.9.6 The average general admission price from our sample was £6.57 pre Covid, at this level the City Corporation's rates are close to the top price band and therefore have limited additional headroom other than an inflationary increase. The temporary Covid rates that have been introduced however appear low compared to other providers at this time.

4.9.7 The City Corporation has offered early morning and late session lane swimming designed for those commuting for work so that they can enjoy a swim without crowds before and after

the working day. In contrast none of the alternate providers we came across during the Covid period, offered an early morning or late evening price for a swim.

4.9.8 To test our analysis, we carried out an archive search of websites using the Wayback Machine at <https://archive.org/web>. Hyperlinks to the details can be found at Appendix 3.

4.9.9 Based on the archive search, we found that Brockwell Lido and Park Road Pools offered an early morning option and late evening option in 2019-20 although the timings of these were different being 6am-10am and after 5pm at Brockwell and before 9am and after 6pm at Park Road Pools. The standard prices at these times were £3.20 and £3.40 at Brockwell Lido and a set £4.95 for each session at Park Road Pools. Both lidos were operated by Fusion Lifestyle. Both of these archived rates were higher than the Covid temporary rate being used by the City Corporation at this time.

4.9.10 We could find no comparable archived data on the other lido providers.

4.9.11 Summary details are provided in the table below.

Table 14 – Lido Admission Charges

Lido	Admission Price 2020-21		Discount offered 2020-21	Annual Season/Membership 2020-21		Discount offered 2020-21
	Adult	Conc.		Adult	Conc.	
City Corporation – Hampstead Heath (Pre-Covid)	£7.00	£4.50	40%	£222	£133	40%
City Corporation – Hampstead Heath (During Covid)	£4.00	£2.40 (Child 1.20)	40%	n/a	n/a	n/a
Park Road (Fusion), Haringey	£8.00	£8.00	0	n/a	n/a	n/a
Park Road (archive 2019-20)	£5.85	£4.00/£2.35*	32%/60%	n/a	n/a	n/a
London Fields (Better), Hackney	£5.20	£3.05	42%	£351.00	£275.94	30%
Brockwell Park (Fusion), Southwark	£8.00		n/a	n/a	n/a	n/a
Brockwell Park (archive 2019-20)	£6.10	£4.00	32%			
Charlton Lido (Better), Greenwich	£4.45	£2.20	50%	£351.00	n/a	n/a
Pools on the Park (Local Trust), Richmond	£5.60	£4.80	14%	n/a	n/a	n/a
Tooting Bec (Places), Wandsworth	£7.90	£4.90	38%	£336	n/a	n/a
Finchley Lido (Better), Islington	£6.85	£4.20	39%	£351	£323.46	8%

* prices applicable to holders of the Advantage+ or Advantage Card only

4.9.12 In terms of concessionary prices for general admission, five out of the seven providers in our sample offered a concessionary price. Where applied the level of discount varied from 15% up to 50%. The current discount rate at the City Corporation is 40% against the adult

rate, which is towards the midpoint of the sample. The archive search revealed that there was no over 60's price offered for an early morning swim at Brockwell Lido with swimmers paying the full adult rate. At Park Road Pools, whilst concessionary prices were available, they were reserved for Advantage + or Advantage card holder only.

- 4.9.13 Only the unheated Brockwell Lido offered the option of an annual adult season ticket. At £313 for 12 months and £107 for the six-month option, both rates were considerably more expensive than the City Corporation. Our archive search revealed that a season ticket at Brockwell has replaced the Outdoor pool voucher that offered either a 5 or 10 visit option priced at £23.90 or £47.50 respectively. A season ticket at Park Road Pools covering 10 visits was charged at £50.40.
- 4.9.14 The Parliament Hill Fields Lido has traditionally had a summer and winter season ticket split due to the unheated nature of the water. It is felt therefore that it is important to retain 2 options for all year swimming.
- 4.9.15 We found evidence of different approaches being applied by the same operator (Fusion Lifestyle) albeit in different venues, towards concessionary rates for season tickets both in the current data and historically. The archive search revealed that there was no concessionary price for the Outdoor Voucher scheme at Brockwell Lido in Lewisham, but a targeted concessionary price applicable for Advantage + card holders at Park Road Pools in Haringey.
- 4.9.16 In addition, none of the providers in our sample published specific prices for family swims or adult and child swims either currently or via the archive information we obtained. Our own direct enquiries with the operator Fusion Lifestyle, reveal that they did offer a family swim price at Brockwell Lido in 2018 (at £15.40) and indeed a family swim season ticket (at £505.00). We haven't been able to find confirmation of equivalent prices for Park Road Pools.
- 4.9.17 We understand that the family ticket was introduced several years ago in consultation with the Parliament Hill Lido User Group. The prices list for 2021-22 could be simplified if the family price were removed following our findings of other providers. We recommend however maintaining a family offer for the use of the lido in 2021-22 and reviewing how the market responds to lifting the Covid-19 restrictions during 2021.
- 4.9.18 We found that lido providers offered a membership option although only four offered a swim only option. Charges ranged from £356-£351 for an upfront annual payment and between £28-£32.50 per month for a monthly payment option. None of the sites offered a part year option.
- 4.9.19 In terms of the archive search, we found that there was no concessionary priced membership option for over 65's before 9am or after 6pm i.e. that ties in with early morning or late evening swimming at Park Road Pools and no swim only membership option at Park Road Pools.
- 4.9.20 Three sites operated by Better (GLL) provided a membership price for disabled users but not all of those sites had a concessionary membership. At Tooting Bec Lido, operated by Places Leisure, there was no distinction between the price of swim membership although this facility did offer the option of a one monthly rolling contract at £32 per month slightly higher than the annual 12 monthly priced membership.

- 4.9.21 Our search revealed that where lido facilities were contracted out to run by operators, these operators all offered bookable lane swimming sessions through their own proprietary app. Although probably related to current restrictions, we found no similar evidence for booking a sauna session online.
- 4.9.22 The sauna at the lido is only open in the winter from October to April each year. It offers winter swimmers the opportunity to have a sauna during the colder months. The sauna has helped the lido attract many more winter swimmers since it opened 5 years ago. Despite its popularity, not everyone wants to use it.
- 4.9.23 In our experience, sauna tends to be treated as a member benefit and separate sales of sauna areas are often controlled at the point of entry to ensure the safety of all users. The sauna therefore could be considered as an additional option as part of a new season ticket/monthly membership option.
- 4.9.24 When looking at the archive material, we found only that Park Road Pool offered a combined sauna and stream standard ticket at £8.55. Where sold separately we see the opportunity to increase the cost of a sauna session above the rate of inflation as the current price is unusually cheap.
- 4.9.25 In our sample there was some evidence of free swim offers being available in neighbouring boroughs for children under 5's and under 3's and for the over 60's.

Swimming; Bathing Ponds (Quality High /Cost Low)

- 4.9.26 Swimming in the Bathing Ponds on Hampstead Heath is a long-established tradition, yet it only became formally permitted at the Men's pond in the 1890's and at the Kenwood Ladies' Bathing Pond in 1926⁶. They bathing ponds have continue to attract swimmers who enjoy the health and well-being benefits that the water brings, although triathletes often frequent them too.
- 4.9.27 In recent years other open water venues have opened as open water swimming and triathlons have become more popular. As a result, in this report we have identified a number of new facilities in and around the capital where open water swimming is available.
- 4.9.28 In total 6 additional open water swimming locations were identified in 2020. In each case open water swimming has been offered through pre-booked 50-60 minutes time slots accessible online via the venue operator's website.
- 4.9.29 Pre booking of activities has been particularly important during the period of Covid-19 restrictions and is more noticeable where a venue is managed by an individual provider as opposed to other open water locations. Of the 6 locations we found, there was no evidence that the venue permitted swimmers to simply turn up and swim.

⁶ <https://guildhallhistoricalassociation.wordpress.com/2016/01/11/the-history-of-the-hampstead-heath-ponds/>

- 4.9.30 This may be because all swimmers are required to comply with the venue safety terms which in the case of 5 of the venues requires the purchase and wearing of a NOWCA⁷ safety wristband that tracks movement, logs swim times and distance and can be linked to other apps. At Beckenham Place Park, all swimmers are required to comply with the venue's own tow float safety policy.
- 4.9.31 Other open water operators such as the Royal Docks and West Reservoir are mainly catering for triathletes and open water swimmers who want to train.
- 4.9.32 The venues that use the NOWCA technology (West Reservoir, London's Royal Docks, Thames Tidal Swims; DWSC Canary Wharf and Tilgate Lake) often operate without fully trained lifeguards. Some of them use qualified first aiders in canoes for supervising and rescuing purposes. The ponds on Hampstead Heath have fully qualified lifeguards and different types of rescue/patrol craft. Working in collaboration with the other open water sites is a positive way forward and could help in understanding of any further safety measures and controls that may be available.
- 4.9.33 Of the six providers in our sample, the charge for an open water swim ranged from £5.00 - £8.00 for a timed swim session of up to 1 hour based on an adult swim. The current City Corporation rate is £4.00 for an adult which is at the low end of the benchmark.
- 4.9.34 Other than at the Bathing ponds, a concession price is offered by only 2 of the other six providers. The discount rate offered is comparable to that offered by the City Corporation of around 40%.
- 4.9.35 Only one operator offers anything other than a straightforward single admission charge per swim. Customers using Beckenham Place Park can purchase a 12 or 6-month season ticket. These are available at either £35 per month or £420 per annum. A concession rate is available at £28 per month or £360 per year, providing a 20% discount to the standard rates. Both charges are considerably higher than the current offer at Hampstead Heath Bathing Ponds with the discount rate for concessions offered by that provider also being a lot lower than that offered by the City Corporation.
- 4.9.36 Beckenham Place Park also offered, a winter season ticket of ten swims priced at £50 for adults and £35 for Juniors.
- 4.9.37 The Serpentine Lido is a commercial franchise operated in behalf of the Royal Parks. The lido is staffed with professional lifeguards and is open to the paying public 10am-6pm weekends and bank holidays in May and then all week from June to mid-September. The Lido is currently closed pending the appointment of a new operator.
- 4.9.38 The Royal Parks permit members of the Serpentine Swimming Club to use the club changing room and swim in the Lido area between 05:00 and 09:30 daily at their own risk. Members must comply with the Royal Parks rules, regulations and other requirements as may be in force. These can be viewed on Parks Notice Boards and the Royal Parks website. These also form part of the membership terms and conditions. The club is currently not accepting any new members.

⁷ [About NOWCA - NOWCA - Official website](#)

4.9.39 We found no evidence of a free swim offer available in any of the open water venues in our sample.

Table 15 – Open Water Activity Prices

Open Water Swimming	Admission Price 2020-21		Discount offered 2020-21	Annual Season/Membership 2020-21		Discount offered 2020-21
	Adult	Conc.		Adult	Conc.	
City Corporation – Hampstead Heath	£4.00	£2.40	40%	£125	£66	47%
West Reservoir Hackney	Members £5.00/ Non-members £10.50	(not found)	n/a	£351 pa (Swim Uk) or £32.50 per month plus Additional £5.00 unless home club	£275.94 pa or £25.55 per month (Seniors)	22%
London's Royal Docks	£8.00					
Beckenham Place Park*	£5.50	£3.50	36%	£420 pa or £35 per month	£336 pa or £28 per month	20%
Thames Tidal Swims	£6.00		n/a			
Tilgate Lake, Crawley **	£6.00		n/a			
DWSC Canary Wharf	£8.00		n/a			
The Serpentine Lido***	£4.80	£3.80	20%	n/a	n/a	n/a

* Opening times are seasonal

** Open from April – September only

*** normally June-Mid September (unless member of Serpentine Swimming Club)

4.9.40 There was also evidence of the need to book an online Swim Induction session as part of the registration process.

4.9.41 Many swimmers wish to swim at both the Lido and Ponds. These swimmers are made aware of the various dangers associated with open water swimming in the lido and Ponds. The membership application process can easily be adjusted to make these safety measures part of the terms and conditions. In addition, safety notices are posted at the entrance to facilities, in the changing areas and shared on social media.

Lido: Key learning points

- Providers are increasingly offering fewer pricing categories for lido swimming. The current policy of providing different rates for early morning/late evening and for family and combination tickets is not generally shared with other providers.
- Discount rates are also falling for both general admission prices and season tickets where concessions pricing is available.

Lido Price Recommendation

Lido

**Consider bringing the Covid timed session price in line with the original day ticket price
Season Ticket - Price Increase Above Inflation and consider phasing
Consider introducing New Annual and One Month rolling Membership
Retain family price option**

Bathing Ponds: Key learning points

- Open water swimming is growing in popularity and there are now a growing range of managed venues offering swimming.
- Customers are increasingly comfortable with pre-booking sessions and adherence to venue guidance and codes of conduct to maintain effective control on health and safety matters.
- Consideration should be given to aligning the concession discount on the Bathing Ponds Season Ticket to 40%.

Bathing Pond Price Recommendation

Bathing Ponds

**Day/Session tickets - Increase by inflation
Season Ticket Price - Increase above inflation with phasing of ticket price
Align concession discount on the season ticket to 40% bringing it closer to other offers available in the market**

4.10 Tennis (Quality High/Cost Low/Middle)

- 4.10.1 Tennis prices were compared against 31 identified comparable facilities. The management of tennis varies widely across the sample. A number of authorities, Newham, Haringey, Sutton, Hillingdon, Haringey and Enfield and Barnet provide free access to tennis for their residents although access times and type of facilities offered for free access are strictly defined.
- 4.10.2 We found a wide range of hourly charges applying for tennis across providers. The highest charge was £17.50 at Hyde Park whilst the lowest paid price was £6 at Tower Hamlets. At £9.25, the prices charged by the City Corporation are towards the upper midpoint of comparators.
- 4.10.3 Operators continue to apply peak and off-peak pricing options as a means of managing demand and it is not uncommon to see differential rates applied for resident and non-resident users as well as registered users, and members and non-members.
- 4.10.4 A number of providers offer online court booking functionality through dedicated websites including Will to Win (<https://willtowin.co.uk>) and Clubspark (<https://clubspark.lta.org.uk>) and Openplay (<https://openplay.co.uk>) and All Star (<https://allstaruser.sportserve.net>)
- 4.10.5 The price for a registered user cards varies widely amongst providers. Commercial operators like Will to Win offer a smartcard charge upwards of £100 for an annual registration. This entitles registered users to discount rates for court hire and to courses and programmes. Others like Trust operators including Enable Leisure, Everyone Active and Better (GLL) provide free booking access in exchange for user data.
- 4.10.6 In Hackney, the payment of annual membership fees, in this case £75 adults and £40 juniors, permits individuals to be eligible for team selection, squad training and includes all relevant match fees. Annual memberships tend to give holders advance booking rights over casual pay and play customers.
- 4.10.7 At £29.75, the charge levied by the City Corporation is towards the lower end in terms of price. We consider that this price could increase if it entitled the holder to further benefits including course and events discounts or training and selection offers.
- 4.10.8 A sample of the charges is provided in the table16:

Table 16 – Tennis Court Hire Prices

Tennis	Court Hire 2020-21		Discount offered 2020-21
	Adult	Junior	
City Corporation – Hampstead Heath and Queen’s Park	£9.25	£5.50*	40%
City Corporation- West Ham Park	£7.00/£5.00 Peak/Off Peak	£5/£2.50 Peak/Off Peak	40%-50%
Waterlow Park/Kilburn Grange, Camden	£8.95	£4.75	46%
Barnet	£8.00	£2.50	69%
London Fields Hackney	£6.45	£3.15	51%
Kensington Memorial Park RB Kensington & Chelsea	£8.20	£4.30	48%
Lee Valley Hockey and Tennis Centre	£8.00 (off peak)	£6.00 (off peak)	25%
Hammersmith & Fulham (Council sites)	£11	£3.85 Schools/Youth	n/a
Chingford School of Tennis	£18 non member	£6 non member	
Wimbledon Park Merton	£9.20 (off peak)	£8.20 (off peak)	11%
Harrow	£10.35	£5.75	45%

* The City Corporation’s concessionary offer covers a variety user groups including juniors.

Tennis: Key learning points

- Compared to others in the benchmark, standard hourly charges are towards the higher end of the sample for both adult and concessionary users.
- The City Corporation has continued to increase the price of its registration fee. It has risen from £16.00 in 2015-16 to its current level of £29.75 in 2020-21. The registration fee is somewhat below charges made for similar scheme elsewhere. It allows courts to be booked up to 3 days in advance. A free membership option is also available and allows the holder to book courts 24 hours in advance.
- Given the current level of charges we are cautious in recommending any increases above the standard inflationary increase at this time. There may however be an opportunity to benefit from introducing specific price points for families or through further development of the registration scheme to promote courses and activities.

Tennis Price Recommendations

Hourly court charge - Increase with Inflation
Registration fee – consider increasing prices above inflation

4.11 Tennis Courses

- 4.11.1 Tennis courses continue to remain popular and are delivered by a growing number of self-employed and accredited coaches or specialist agencies working directly or indirectly with facility operators as well as local authorities.
- 4.11.2 Due to the Covid-19 restrictions, obtaining course data for adults and juniors has been difficult. Where possible we have searched for an indication of hourly or weekly charges where these are advertised. One to one coaching rates have also been captured where available.
- 4.11.3 Providers offer a wide array of courses and programmes including sessions times ranging from short 30-minute sessions up to two hours. We have compared the rates using a simple hourly charge.
- 4.11.4 Based on 2020-21 charges, the City Corporation offers coached sessions for circa £12 per hour (current charge £59.50/5 hours) for adult and £9.50 per hour for children (current charge £47.50/5 hours).

Table 17 – Tennis Coaching Hourly Rates

Tennis Coaching Authority	Hourly Rates	
	Adult	Junior
City Corporation – Hampstead Heath and Queen’s Park	£12.00	£9.50
Hackney Downs	£10.61 (£138/13 weeks)	£8.64 £60.50 per term (7 weeks)
Will to Win Hyde Park	£14.50 £116/ 8 weeks	
Kensington Memorial Park	£12 £72/6 sessions	
Lee Valley Hockey and Tennis centre	£8 £64/8 weeks	£6.50 £52/8 weeks
Chingford School of Tennis	£10 per session	
Trailfinders Sports Club Ealing	£13.16 £79/6 weeks	
Merton (Council courts)	£15	£12.50
Islington	£13.40	£10.10
Will to Win Ealing	£10.00	£8.50 £102/12 weeks
Hammersmith & Fulham (Council sites)		£8.11 £40.55/5 hours

- 4.11.5 Compared to other providers, the rates the City Corporation are towards the upper end of the mid- range and we expect there is some additional headroom provided the quality of coaching is consider high. Junior rates are on par with others in the benchmark and as a result we consider an increase in line with inflation is acceptable.

Coaching: Key learning points

- Hourly rates charged for tennis coaching are towards the upper midpoint compared with others we found in the benchmark. Course revenue is as much driven by quality coaches and quality programmes and provided there remains confidence in the quality of the delivery we would expect an inflationary increase in prices to be generally acceptable to customers.

Coaching Price Recommendations

Increase with Inflation

5. Concessionary Charging Policy

5.1 The purpose of offering concessions must be to support the authority's strategic aims and priorities. Generally, the reasons for operating concessionary charges falls into one of two categories:

- to influence the level of demand for a service or;
- to reflect the circumstances of service users.

5.2 It is good practice to review concessions to confirm both the level of subsidy and also their ongoing relevance.

5.3 In commenting on the fees and charges applied to date, we note that concessionary rates, are applied at 40% of the adult charge, except for season tickets at the Bathing Ponds.

5.4 Concessions apply to: under 16s, students, over 60s, those on Job Seekers Allowance, those in receipt of Universal Credit or in receipt of the Personal Independence Payment or with a Disabled Card are available.

5.5 At the Bathing Ponds and Lido, from summer 2020 the City Corporation has facilitated swimmers to be accompanied by a carer (with the carer entering free of charge). In addition, swimmers at the Bathing Ponds and Lido, aged under 16 and 60+, may swim for free during the morning's (7-9.30am).

5.6 We reviewed the concessionary pricing policy for a number of neighbouring authorities. Details are provided in the table below.

5.7 As charities, Hampstead Heath, Highgate Wood and Queens Park do not receive any funding through local council tax. The approach and structure of any concessionary policy is therefore likely to differ from that offered by neighbouring local authorities many of whom offer a similar range of sporting opportunities.

5.8 Taken together, the measures applied by the City Corporation remains comprehensive and reflects broadly similar schemes being applied across other providers in the sample. The only difference applies to recognising Council tax benefit as a pre-cursor to concessionary access.

- 5.9 In contrast to a number of other authorities, the policy at Haringey implies a more discerning approach to the application of concession with more targeted interventions directed under the Council's Advantage Card holder initiative. This is also echoed at Barnet which appears more selective on the approach it takes to young people and those aged over 60 years old.
- 5.10 In addition to concessionary rates, a number of authorities offer free or subsidised use to certain resident groups. Haringey residents aged over 65 qualify for free membership at Tottenham Green, Park Road and Broadwater Farm Leisure centres. This free access applies to gyms, swimming, racquet sports and group exercise classes, Monday to Friday between 9am-5pm.
- 5.11 In Brent holders of the standard Be Active card qualify for a 25% discount and those 60 plus or disabled holdings an Annual card qualify for a 40% discount off fees and charges.
- 5.12 In Hackney, residents and those aged under 18, over 60, disabled or a carer, can swim for free, all year round, at Britannia Leisure Centre, Clissold Leisure Centre and Kings Hall Leisure Centre.
- 5.13 In Camden, residents aged 60+ can swim for free from 7am-12pm weekdays at the leisure centres operated by the Council's leisure contractor (Better). This requires residents to complete an application process and small annual fee in exchange for a Pay and Play card.
- 5.14 In Southwark residents are currently allowed to swim and use the gym for free at all of the Council's leisure facilities at certain times of the day. We understand that the Council is currently reviewing the cost and effectiveness of the scheme.
- 5.15 Throughout this report, we have attempted to identify a number of opportunities where the particular rates for applying to concessionary use may be expanded or in some cases reduced in line with the examples seen from other providers in the market. In making these recommendations we have had regard to the need to reduce the overall costs of the service whilst at the same time providing some adjustment in pricing to accommodate the needs of more vulnerable groups.
- 5.16 The benchmarking analysis shows that many authorities continue to use varying degrees of pricing to distinguish and encourage use by specific target groups and categories of customers and that concessionary pricing is a useful tool if targeted effectively.
- 5.17 Particularly at this time when pressures are expected to increase on local government finances, it will be important to ensure that the application and design of any concessionary scheme continues to remain relevant to those audiences they are designed to attract.

Table 18 – Categories of Concessionary Users – Neighbouring Boroughs

Provider	Under 16's	Full time students / further education students	Over 60's	On Job Seekers Allowance	In receipt of Universal Credit	In receipt of the Personal Independence Payment/ Disabled Card	In receipt of Council Tax Benefit
The City Corporation	✓	✓	✓	✓	✓	✓	
Camden*		✓	✓ 55+**	✓	✓	✓ Disability living allowance	
Islington	✓	✓	✓	✓	✓	✓	?
Brent*	17 and under	✓	✓	✓	✓	✓	✓
Barnet		✓		✓	✓ Income Support/ Working Families Tax Credit	✓ Carers Allowance	✓ Housing benefit
Haringey*	✓(1)	✓(2)	✓(2)	✓(2&3) ESA/ or ETE	✓(3) Income Support/ Working Tax Credit	✓(2) Carers Allowance/ SDA/DLA/AA (includes Carer)	✓(3) Housing benefit

* Specifies residents only; ** requires joining the Better 55+ club and small annual payment
 1 - Only children of parents who qualify for Choice Advantage Plus; 2 - Choice Advantage Plus; 3 - Choice Advantage
 ESA - Employment and Support Allowance; ETE – Education, Training and Employment (Homelessness)
 SDA -Severe Disability Allowance; DLA - Disability Living Allowance; AA - Attendance Allowance

Concessionary Policy Key Learning

- An effective concessionary policy sees concessionary rates targeted to attract specific users at reasonable rates that take into account costs and ability to pay.
- It is for this reason that concessionary rates for activities do vary widely across neighbouring authorities and why local authorities continue to fine tune their policies in line with local need.
- A well-designed concessionary scheme should target specific use by specific user groups and needs to be tracked to ensure it is having its intended impact.
- In this report we highlight where concessionary rates may be designed more effectively to encourage more people to take part in activity either as individuals or as families.
- We also found evidence where neighbouring authorities are continuing to refine their approach to concessions by applying more targeted interventions to encourage participation from certain groups. This may be an approach which the City Corporation may wish consider to ensure its own concessionary policy continues to remain relevant and appropriate.

6. Conclusion

6.1 A review of prices and the approach to fees and charging policy has been undertaken that involved benchmarking with a number of neighbouring boroughs and with facilities considered similar in nature to the those available at Hampstead Heath, Highgate Wood and Queen's Park.

6.2 The overall quality of services and facilities has been considered to remain good and where the mix of price/quality has been disconnected, a number of opportunities to increase participation and revenue as well as a series of improvements to existing systems and approaches have been suggested.

Current benchmarking has demonstrated that existing prices are still, in some areas lower than the comparators with a number of recommendations suggesting the need to raise prices above the level of inflation to align with others in the benchmark.

6.3 In recognising the need to balance both financial and social objectives, the report includes a number of opportunities to extend and refine the current approach to concessionary pricing to ensure it remains relevant.

6.4 The report provides an up-to-date assessment of the current range of fees and charges levied by a range of comparators and set against a backdrop of continuing challenges in local authority budgets, outsourcing and partnership working and the development of mobile booking and e-marketing infrastructure to support service delivery.

6.5 A series of recommendations are set out at Table 1 for consideration.

Appendix 1 - Competitor Prices (provided as a separate excel document)

Appendix 2 - Third Party Providers

Offering online pitch bookings

The London Playing Fields Foundation – www.lpff.org.uk

Openplay - www.openplay.co.uk

Playfinder – www.playfinder.com/london

PlayFootball - www.playfootball.net

Enfield Council – <https://book.enfield.gov.uk/Sports.Live/>

Operators offering on-line booking options for athletics, swimming and tennis

Fusion Lifestyle; www.fusion-lifestyle.com

Better (GLL); <https://better.org.uk>

Places for People; <https://www.placesleisure.org>

Everyone Active; www.everyoneactive.com

Enable – <https://online.enablelc.org>

Will to Win (<https://willtowin.co.uk>)

Clubspark (<https://clubspark.lta.org.uk>)

All Star (<https://allstaruser.sportserve.net>)

LBRUT – www.richmond.gov.uk

Hackney Tennis – <https://hackneytennis.co.uk>

Temple Fortune Club – tennis <https://servingwinners.co.uk>

Lee Valley <https://www.visitleevalleyorg.uk>

[Open water – NOWCA - About NOWCA - NOWCA - Official website](#)

Pitch and Putt

<https://puttinthepark.com/>

Athletics

Norman Park Athletics track <https://nptm.co.uk>

Leisure Management Software Providers

Legend - <https://www.legendware.co.uk>

Gladstone - <https://www.gladstonesoftware.co.uk>

Appendix 3 – Archive Search using <https://archive.org/web>

Brockwell Lido

<https://web.archive.org/web/20190502105315/https://www.fusion-lifestyle.com/centres/brockwell-lido/memberships/price-list/>

Park Road Pools

[Price List - Park Road Pools & Fitness \(archive.org\)](#)

The Serpentine Lido - Prices and Opening -

<https://web.archive.org/web/20140702163444/http://www.royalparks.org.uk/parks/hyde-park/sport-in-hyde-park/serpentine-lido>

The Serpentine Lido - Swimming Club

<https://web.archive.org/web/20201028172957/http://serpenteswimmingclub.com/about-the-club>

Summary of Search - Lidos

Park Road (Fusion)	Captured data
London Fields (Better)	Not found last archive date GLL 2016
Brockwell Park (Fusion)	Captured data
Charlton Lido (Better)	Not found last archive date GLL 2016
Pools on the Park (Local Trust), Richmond	Not found
Tooting Bec (Places)	Information on South London Swimming Club Membership fees only
Finchley Lido (Better)	Not found last archive date GLL 2016
The Serpentine Lido	Captured data

Disclaimer

Although the information in this report has been prepared in good faith, with the best intentions, on the basis of professional research and information made available to us at the time of the study, it is not possible to guarantee the financial estimates or forecasts contained within this report.

Max Associates cannot be held liable to any party for any direct or indirect losses, financial or otherwise, associated with any information provided within this report. We have relied in a number of areas on information provided by the client and have not undertaken additional independent verification of this data.

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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	24 February 2021
Subject:	Public
Management Framework	
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 8, 10, 11 & 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of:	For Decision
Director of Open Spaces	
Report author:	
Bob Warnock – Open Spaces Department	

Summary

The report sets out the draft Hampstead Heath Divisional Plan 2021-2024 and Conservation and Ecology Annual Work Programme 2021-2022 for Hampstead Heath. These documents have been prepared recognising the ongoing impacts of COVID-19 on the Open Spaces and staff resources and capacity. The overarching priority for 2021/22 will be ground restoration projects to mitigate the impact of the increased footfall across the sites and the impacts on wildlife.

Recommendations

It is recommended that:

- Members agree the draft Hampstead Heath Divisional Plan 2021-2024 (appendix 1).
- Members agree the draft Hampstead Heath Conservation and Ecology Annual Work Programme 2021-2022 (appendix 2).

Main Report

Current Position

1. The AWP for 2021-22 was drafted ahead of the implementation of the third National Lockdown. Officers have reviewed the AWP in light of the additional restrictions associated with COVID-19.
2. The revised Hampstead Heath AWP Projects for 2021-22 will be presented to the Hampstead Heath Consultative Committee for discussion in April 2021.
3. The draft Highgate Wood Divisional Plan 2021-24 and revised Highgate Wood AWP Projects for 2021-22 will be presented to the Highgate Wood Consultative Group for discussion on 21 April 2021.

4. The draft Queen's Park Divisional Plan 2021-24 revised Queen's Park AWP Projects for 2021-22 will be presented to the Queen's Park Consultative Group for discussion on 21 April 2021.
5. Officers will present the Highgate Wood Divisional Plan 2021-24 and the Queen's Park Divisional Plan 2021-24 for Members approval in May 2021 along with the AWP Projects for 2021-22.
6. Officers have updated the Hampstead Heath Conservation and Ecology AWP for 2021-2022 to take account of the requirements for additional ground restoration. Members are asked to approve the Hampstead Heath Conservation and Ecology AWP (appendix 2).

Management Framework

7. The Management Framework for Hampstead Heath comprises the Management Strategy, Divisional Plan and Annual Work Programme.

Hampstead Heath Divisional Plan

8. The three-year draft Hampstead Heath Divisional Plan 2021-2024 (appendix 1) has been updated and re-formatted to reflect the outcomes in the Management Strategy. As set out with the Divisional Plan, the dates of some projects are subject to change due to the on-going impacts of COVID-19 and the third National Lockdown.
9. **HH5 - Celebrate 150th Anniversary of Hampstead Heath Act.** The steps to make the Open Spaces Charities better able to receive gifts, donations and legacies has seen the establishment of specific project based donations web pages. The Chamberlain has confirmed that such project based funding is ring-fenced and can be held until completion of the project. Discussions with the Chamberlains are continuing regarding more general donations towards the work of the Charities.
10. **HH9 - Playgrounds.** Officers are working with a young local resident and her family to discuss opportunities to collaborate with the local community to refurbish the Heath Extension playground.
11. Officers have engaged a Landscape Architect to prepare site drawings. An online meeting will then be arranged to develop a concept design in consultation with the local resident and Members of the local community.
12. The local resident has successfully developed a series of fundraising initiatives through her website and is committed to engaging with the local community to help raise funds to support the improvements at the playground.
13. **HH10 - Savernake Road Entrance Improvements.** A Project to improve the Savernake Bridge entrance to the Heath is being undertaken in Partnership with

the London Borough of Camden and Heath Hands. In relation to the works on the Heath, appendix 3 sets out the proposed concept design.

14. **HH18- Promote Health Connections.** The Leisure and Events Manager will provide an update at the meeting.
15. **HH20 - Dog Walking Code of Conduct and the Professional Dog Walking Licence Scheme.** Following approval of the Licensing Scheme from the Hampstead Heath, Highgate Wood & Queen's Park Committee, Officers have received correspondence from a number of concerned Professional Dog Walkers and their clients/customers.
16. Officers and the Chair have met with representatives of the Hampstead Heath Professional Dog Walkers Association to discuss the implementation of the Licencing Scheme. Moving forward, Officers will continue to discuss the implementation of the Licencing Scheme with the Heath's Dog Walking Community.
17. Due to the impacts of the third National Lockdown, it is proposed to move the implementation date of the Licencing Scheme is revised to 1 October 2021.
18. **HH26 - Planning.** Since the submission of the City of London response to the Planning White Paper, Officers have liaised Whitehall and Parliament to determine how the Bill will progress through its various stages. The next step in the process is a Government response to the consultation. This will be a detailed published response which should address the points raised during the consultation process, including the points raised by the City of London.

Hampstead Heath Annual Work Programmes (AWP)

19. The draft AWP 2021-2022 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.
20. Due to the impacts of COVID-19 during 2020, a number of the Project Works detailed within the 2020-2021 AWP have been delayed and where possible these have been carried forward into the 2021-22 AWP.
21. The grass cutting programme in 2020 was impacted, as Staff resources were redirected during early 2020 in response to the first National Lockdown. As with path maintenance, the major increase in numbers of visitors using the Heath has made it difficult for Staff to access areas and undertake works.
22. Scrub and bramble management has also been impacted and will be delayed until autumn/winter 2021-2022.
23. The completion of the moth survey has been pushed back to 2021-22. Volunteer monitoring for reptiles, amphibians and dragonflies has been reduced in 2020.

24. Many parts of the Heath especially areas near the Highgate and Hampstead chains of ponds have suffered extensive ground damage due to high visitor number over the COVID Lockdowns in 2020-21 and notably over the Christmas and New Year period. Works will be carried out to reinstate these areas, but this can only commence when the temperatures and light levels increase, in March and April. Careful consideration will need to be given to fencing areas off as this could impact the public's ability to adhere to social distancing requirements. These restoration works will be a priority for the Conservation, Ranger and Keeper Teams in the Spring and Autumn.

Corporate & Strategic Implications

25. The Divisional Plan and AWP contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments, in particular the following Corporate Plan outcomes:
- (2) People enjoy good health and wellbeing.
 - (4) Communities are cohesive and have the facilities they need.
 - (5) Businesses are trusted and socially and environmentally responsible.
 - (11) We have clean air, land and water and a thriving and sustainable natural environment.
 - (12) Our spaces are secure, resilient and well maintained.
26. The Divisional Plan and AWP also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2020-21 (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. The Divisional Plan and AWP embed 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.

Financial Implications

28. The costs of implementing the proposed Hampstead Heath Divisional Plan and AWP will be met primarily through the Superintendent's Local Risk Budget which requires effective prioritisation of resources and funding. Wherever possible, opportunities will be sought for external funding and partnership working to support these essential works.
29. Project HH14 set out within the Hampstead Heath Divisional Plan requires Capital Funding, which is yet to be secured. Submissions will be proposed as part of the annual capital bidding process.

Resource Implications

30. At the time of writing, the Heath is currently operating only critical and essential services as a result of the third National Lockdown. Staff resources are being prioritised keeping the site open, safe, accessible and secure.

Climate Implications

31. The City of London launched its Climate Action Strategy in October 2020 and the strategy is now in implementation stage. A key part of the strategy is conserving and enhancing biodiversity alongside reducing the City of London's carbon emissions. This will be the main objective at Hampstead Heath in the short term, especially following the impact of exceptionally high number of visitors due to COVID-19.

Legal Implications

32. No Impact.

Risk Implications

33. There is a risk that works will be further impacted by COVID-19.

Equality Implications

34. Ahead of implementing projects set out in the Divisional Plan a Test of Relevance: Equality Analysis will be undertaken and where appropriate a full equalities analysis.

Security Implications

35. Security implications are addressed in the emergency response to COVID-19 and are being monitored and recorded through the Departmental Risk Register.

Conclusion

36. The draft Hampstead Heath Divisional Plan sets out the priority projects 2021-2024. The accompanying Hampstead Heath Conservation and Ecology AWP establishes our commitments for 2021-2022.

Appendices

- Appendix 1 - Draft Hampstead Heath Divisional Plan 2021-2024
- Appendix 2 - Draft Hampstead Heath Conservation and Ecology Annual Work Programme 2021-2022
- Appendix 3 - Savernake Bridge Proposals

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HAMPSTEAD HEATH, HIGHGATE WOOD, KEATS HOUSE AND QUEEN'S PARK DIVISIONAL PLAN 2021-2024

Introduction

This Divisional Plan is part of the Management Framework for the Hampstead Heath, Highgate Wood, Keats House and Queen's Park Division, which sits within the City of London Corporation's Open Spaces Department.

The Division is comprised of three individual charities, each with their own Charitable Objectives:

Hampstead Heath (803392)	The preservation of Hampstead Heath for the recreation and enjoyment of the public.
Highgate Wood & Queen's Park (232986)	The preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood and Queen's Park, Kilburn for the use by the public for exercise and recreation.
Keats House (1053381)	To preserve, maintain and restore for the education and benefit of the public the house and grounds known as Keats House as a museum and memorial to John Keats.

The Divisional Plan is part of a hierarchy of strategies and plans which form a 'golden thread', translating City Corporation Strategic Outcomes into operational delivery, as follows:

- Corporate Plan, 2020-23.
- Open Spaces Department Business Plan, 2021-22.
- Ten-year Management Plans that set strategic directions for each Charity.
- A three-year Divisional Plan that guides implementation.
- An Annual Works Programme and Project Plans, supported by detailed specifications and guidance.
- Performance Development Approach (PDA), detailing individual's targets to achieve the outcomes and objectives above.

The Divisional Plan is written for a three-year rolling period and is reviewed and updated annually to identify milestones achieved and inform the projects and priorities for future periods. A version of the Divisional Plan has been developed for each Charity.

Criteria for Divisional Plan Projects:

The definition and criteria of projects to be included in the Divisional Plan are as follows:

- Projects requiring formative community engagement and consultation.
- Capital Projects over £50k.
- Projects spanning more than one financial year.
- Complex and high-risk projects.
- Projects with involvement of other Departments, for example the City Surveyors Department.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH1	<p>COVID-19 Impact Recovery Programme Continue to respond to Government Guidance and maintain COVID Secure workplaces and facilities.</p> <p>Implement Annual Work Programme interventions to address impacts on wildlife, erosion, compaction, path maintenance, waymarking and signage improvements.</p> <p>Prioritise enforcement taskings to support the protection of the Heath and to ensure people feel welcome and safe.</p>	On-going project subject to annual review.	<p>Outcome A. Priority 2.</p> <p>Outcome B. Priority 4.</p> <p>Outcome D. Priority 9.</p>	<p>Shape outstanding environments.</p> <p>Contribute to a flourishing Society.</p>	<p>AWP for Ecology & Conservation discussed with the HHCC on 25.1.2021.</p> <p>The AWP Projects to be presented to the HHCC 19 April 2021.</p> <p>Swimming 2021 Operational arrangements presented to HHCC on 25.1.2021 for discussion.</p> <p>2021 Events programme on hold, pending Government Guidance.</p>
HH2	<p>Deliver Efficiencies, Savings and Income Generation Projects Implement the approved Budget for 2021/22.</p>	<p>Revised Estimates 1/10/2021.</p> <p>Deliver balanced budget by 31/3/2022.</p>	Outcome D. Priority 10.	<p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>As well as implementing efficiencies, additional income streams are being investigated.</p> <p>Regular monitoring of the 2021/22 Budget to take account of COVID-19 impacts.</p>

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH3	<p>Support Implementation of the Target Operating Model (TOM)</p> <p>Review operational arrangements to align with the TOM.</p>	<p>Project Launched 2020/21.</p> <p>Phased Implementation 2021/22.</p>	<p>Outcome A, Priority 3.</p> <p>Outcome D, Priority 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Town Clerk's briefings have been shared with staff and signposted to the Intranet page.</p> <p>TOM proposals presented to Members.</p>
HH4	<p>Develop our Workforce</p> <p>Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.</p>	<p>Launch PDA's 31/3/2021.</p> <p>PDA Mid-Term Review 1/10/2021.</p> <p>PDA Year-End Review 31/3/2022.</p>	<p>Outcome B, Priority 4.</p> <p>Outcome D, Priority 10.</p>	<p>Shape outstanding environments.</p> <p>Contribute to a flourishing Society.</p>	<p>Performance Development Approach (PDA) continue to be used to discuss and plan staff development.</p>

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH5	<p>Celebrate 150th Anniversary of Hampstead Heath Act</p> <p>Developing outcomes for learning, volunteering and wider participation and support.</p> <p>Work in Partnership with the Heath & Hampstead Society to design and install a series of information panels.</p>	Agree information panel locations 31/3/2021.	<p>Outcome A, Priority 3</p> <p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 7, 8 & 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Concept design for display discussed with Members. Artwork to be commissioned.</p> <p>Officers are developing a communications plan to celebrate this anniversary as a community.</p>
HH6	<p>Compliance with the ULEZ</p> <p>In order to meet the emission requirements and manage the financial implications of the ULEZ, implement the agreed vehicle replacement plan to minimise the impact upon the environment.</p>	24/10/2021.	Outcome D, Priority 10.	<p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	Progress on this project has been impacted by COVID.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH7	Divisional Radio System Procure an alternative Radio system.	31/11/2021.	Outcome A, Priority 3. Outcome D, Priority 10.	Contribute to a flourishing Society. Shape outstanding environments.	Due to a change of landlord, the City Corporation have been notified of a termination of their lease at the Aerial Mast, located at St Columba.
HH8	East Heath Car Park Implement the East Heath Car Park resurfacing, drainage and cycle parking improvements.	Work is scheduled to start April 2021.	Outcome A, Priority 2 & 3.	Shape outstanding environments.	City Surveyor is leading on the implementation of this project. Cycle parking to be incorporated into the scheme.
HH9	Playgrounds Implement improvements at the Parliament Hill Adventure (PHA), Vale of Health (VOH) & East Heath (Preachers) (EH) Heath Extension (HE) Playgrounds.	PHA June 2021. VOH June 2021. EH June 2021. HE March 2022.	Outcome B, Priority 4. Outcome C, Priority 5.	Contribute to a flourishing Society.	It is planned to complete the PHA / VOH / EH playgrounds in 2021. However, implementation of this project is now being impacted by the third National Lockdown. Timescales subject to review. Heath Extension – initial Concept Design to be commissioned.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH10	<p>Savernake Road Entrance Improvements Implement improvements in partnership with London Borough of Camden and Heath Hands.</p>	Commencing April 2021.	<p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>25.1.2021 HHCC supportive of the concept designs.</p> <p>Implementation of this project is being impacted by the third National Lockdown. Timescales subject to review.</p>
HH11	<p>Cycling Install additional cycle parking at entrances and facilities. Improve cycle signage, waymarking and maps. Where appropriate, work with Partners to implement cycle bursts for children using the Heath to travel to and from school.</p>	Commencing April 2021.	<p>Outcomes A, Priority 3.</p> <p>Outcomes C, Priority 5 & 6.</p> <p>Outcomes D, Priority 8, 9 & 10.</p>	<p>Contribute to a flourishing Society</p> <p>Shape outstanding environments</p>	<p>Working in Partnership with the Camden Sustainability Working Group to improve walking and cycling access across Camden.</p> <p>Focus areas for HH are signage/waymarking and cycling network around the Heath.</p> <p>Implementation of this project is being impacted by COVID. Timescales subject to review.</p>

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH12	<p>Review the High-Level Asset Management Plan 2018 – 2021</p> <p>Taking account of the impacts of COVID-19 review and update the Asset Management Plan.</p>	December 2021.	<p>Outcome A, Priority 3.</p> <p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 8 & 10.</p>	<p>Contribute to a flourishing Society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	Implementation of this project is being impacted by COVID. Timescales subject to review.
HH13	<p>Golders Hill Park Zoo & Butterfly House</p> <p>Undertake an options appraisal to inform discussions with the Hampstead Heath Consultative Committee regarding the long-term sustainability of the Zoo and Butterfly House.</p>	September 2021.	<p>Outcome B, Priority 4.</p> <p>Outcome D, Priority 10.</p>	<p>Contribute to a flourishing Society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	Implementation of this project is being impacted by COVID. Timescales subject to review.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH14	Swimming Capital Project Progress through the Capital Project Gateway Procedures a programme of safety, access and security improvements across the Bathing Ponds and Lido.	Implementation 2022/23.	Outcome A, Priority 3. Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D, Priority 8 & 10.	Contribute to a flourishing Society. Shape outstanding environments.	Capital Funding Approved December 2020. Gateway 2 Report being prepared for discussion with Stakeholders and Members in March - May 2021.
HH15	Parliament Hill Athletics Track reconstruction To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	01/09/2021.	Outcome B, Priority 4. Outcome C, Priority 5.	Contribute to a flourishing Society. Shape outstanding environments.	Project Status – Amber – Deferred / on a reserve list should funding become available Priority is to secure external funding streams to support the Capital Funding Bid. Capital Bid will be resubmitted to the 2021 cycle.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH16	<p>Master Plan for optimising facilities at Parliament Hill Undertake a review of facilities and buildings at Parliament Hill to inform provision of a visitor centre, maintain suitable accommodation for staff and volunteers, as well as improved sports facilities and improved learning facilities.</p>	June 2022.	<p>Outcome B, Priority 4.</p> <p>Outcome D, Priority 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	Implementation of this project is being impacted by COVID. Timescales subject to review.
HH17	<p>Sports and Wellbeing Forum Review and update the Terms of Reference and scope of the Sports Advisory Forum to include Health & Wellbeing and move the focus of the Forum to a strategic overview to implement the outcomes of the City Corporation's Sports and Physical Activity Strategy.</p>	2021/22.	Outcome B, Priority 4.	Contribute to a flourishing society.	This approach also aligns with Pro-Active Camden.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH18	<p>Promote Health Connections Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.</p>	2021/22.	Outcome B, Priority 4.	Contribute to a flourishing society.	<p>Working with Heath Hands, Officers are developing partnerships with local GP's and Social Prescribers, London Boroughs and Pro-Active Camden.</p> <p>Work is underway to map opportunities to establish health and wellbeing connections across the Boroughs.</p>
HH19	<p>Café Tendering Undertake a tender procurement for the Golders Hill Park Café, Parliament Hill Café, Parliament Hill Fields Lido Café and the Heath Extension Kiosk.</p>	<p>Lease Commence GHP 01/2022 Heath Extension Kiosk 01/2022 PH & Lido 01/2023.</p>	<p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 7, 8, 9 & 10.</p>	<p>Contribute to a flourishing society.</p> <p>Support a thriving economy.</p>	<p>Members have agreed to lease extension of two cafes. Development of tender documents to enable commencement of process in spring 2021, GHP and Heath Extension Kiosk.</p>

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH20	<p>Dog walking code of conduct and the Professional Dog Walking Licencing Scheme Implement a licencing scheme from April 2021.</p>	Licence Scheme to commence October 2021.	<p>Outcome A, Priority 3.</p> <p>Outcome B, Priority 4</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 7, 8, 9 & 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Members have agreed in principle the Scheme. Dialogue continues with the Hampstead Professional Dog Walkers Association. Officers are developing an expression of interest document.</p> <p>Implementation of this project is being impacted by the third National Lockdown.</p> <p>Implementation revised to October 2021.</p>
HH21	<p>Fitness training code of conduct and licencing scheme Undertake a consultation and engagement to inform the develop a licencing scheme for Fitness training.</p>	Licence Scheme to commence April 2022.	<p>Outcome A, Priority 3.</p> <p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 7, 8, 9 & 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Initial workshop has taken place 12/2019. Further consultation and engagement will take place in 2021, supporting the development of the code of conduct and licencing scheme.</p>

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH22	<p>Forest School Licencing Scheme Develop a long-term licencing scheme for Forest Schools.</p>	Licence Scheme to commence September 2022.	<p>Outcome A, Priority 3.</p> <p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 8 & 9.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Officers are engaging with Forest Schools and registering current groups using the Heath. Short Term Licencing arrangements are being implemented.</p> <p>Implementation of this project is being impacted by COVID.</p>
HH23	<p>Golders Hill Park Accessible Car Park Undertake a tendering process to appoint a Consultant to develop options which facilitate safe weekend and Bank Holiday opening of the Car Park.</p>	September 2021.	<p>Outcomes B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p>	Contribute to a flourishing Society.	Implementation of this project is being impacted by COVID and therefore the tender will be re-run in 2021.

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH24	<p>Develop Heritage Outcomes Engage with Historic England and local historians to:</p> <p>Develop a Heritage Conservation Management Plan for the Heath.</p> <p>Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.</p>	2023/24.	Outcome A, Priority 2.	Shape outstanding environments.	Implementation of this project is being impacted by the COVID.
HH25	<p>Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.</p>	2021/22.	<p>Outcome A, Priority 1.</p> <p>Outcome D, Priority 10.</p>	<p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>OPM population decreasing.</p> <p>Massaria currently stable.</p>

Ref	Project Details	Key Dates	HH Management Strategy Outcomes	Corporate Plan Aims	Notes on progress
HH26	Planning Regular monitoring of development and planning applications to ensure that the Heath is protected.	2021/22.	Outcome D, Priority 10.	Support a thriving economy. Shape outstanding environments.	Quarterly reporting to HHCC and HHHWQPC.
HH27	Climate Action Strategy Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards the City Corporation achieving Net 0 by 2027 in scope 1 & 2 emissions	2027 Net 0 scope 1 & 2 2040 Net 0 Scope 1, 2 and 3.	Outcome A, Priority 1. Outcome B, Priority 4. Outcome D, Priority 10.	Contribute to a flourishing Society. Shape outstanding environments.	Strategy adopted October 2020. Now in first phase of delivery. Quarterly reporting to HHCC and HHHWQPC.
HH28	Contactless Payment for access to Toilets Undertake a Feasibility Study to inform the possible introduction of a charge at some toilet facilities to pay towards cleaning and maintenance.	2022/23.	Outcome D, Priority 10.	Shape outstanding environments.	Feasibility study to be discussed with HHCC in 2022.

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Conservation and Ecology - Projects

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Management Strategy
CE-PR 1	Hampstead Heath	Assessment of and reinstatement works related to additional ground damage adjacent to main pathways on Highgate and Hampstead chains and the wider Heath caused by increased use/visitor numbers during the Covid pandemic. Areas to be prioritised according to location, level of damage and risk to public.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B
CE-PR 2	Hampstead Heath	Reinstatement works to Covid related ground damage to dams, spillways and ponds margins. Areas to be prioritised according to location, level of damage and risk to public.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B
CE-PR 3	Hampstead Heath	Tree planting on Parliament Hill Broad Walk to contribute to the City of London's Climate Action Strategy.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B
CE-PR 4	Hampstead Heath	Pedestrian and cycle working group: Programme of shared use paths improvements/refurbishment to be rolled out 2021, following recommendation in LUCs 2018 Condition survey.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B
CE-PR 5	Hampstead Heath	Undertake phased implementation of the recommendations within the Ponds and Wetlands Plan.	2019/22	Ecology Team, Trees & Conservation Manager, City Surveyors	Outcomes A & B
CE-PR 6	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

Conservation and Ecology - 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, mending fences as required, removing fences from wetland vegetation.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C/R	Outcome A
C&E-CW2	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	2021/22	C/R	Outcome A
C&E-CW3	Hedgerows Heath-wide	Remove non-native tree seedlings.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C	Outcome A
C&E-CW4	Hedgerows Heath-wide	Carry out any necessary management to promote trees which could grow into veterans.	1-6	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW5	Conservation grassland Heath-wide	Remove invading tree seedlings and saplings.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C/V	Outcome A
C&E-CW6	Conservation grassland Heath-wide	Maintain programme of cutting conservation grassland in a cycle of 1-3 years.	1					y	y	y	y	y				2021/22	C/E	Outcome A
C&E-CW7	Conservation grassland Heath-wide	Use green hay arisings from sparrow site on new donor sites across the Heath where appropriate.	3-4						y	y	y	y				2021/22	C	Outcome A
C&E-CW8	Heathwide	Continue additional volunteer led butterfly transect.	20					y	y	y	y	y				2021	E/V	Outcome A
C&E-CW9	Heathwide	Implement specific purple emperor and white-letter hairstreak butterfly recording scheme.	5-10					y	y	y	y					2021	V/E	Outcome A
C&E-CW10	Heathwide	Continue with H+Hs initiated breeding bird survey.	6-12				y	y	y	y	y					2021	V/E	Outcome A
C&E-CW11	Heathwide	Complete Heathwide moth recording programme using specialist recorder.	7			y	y	y								2021	C + Con	Outcome A
C&E-CW12	Heathwide	Reinstate selected areas suffering from erosion and heavy usage where possible.	12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	Con	Outcome A
C&E-CW13	All or several ponds	Implement recommendations from the Ponds and Wetland Conservation Plan. Including creation of dog swim points, fishing swims and associated signage.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C	Outcome A
C&E-CW14	All or several ponds	Research the impact and levels of pesticides in selected Heath ponds.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E	Outcome A

Conservation and Ecology - 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-CW15	All or several ponds	Continue dragonfly monitoring.	15-20				y	y	y	y	y	y	y			2021	E/V	Outcome A
C&E-CW16	All or several ponds	Use a boat to check for and remove line & tackle & other debris.	3			y				y		y				2021/22	C/R	Outcome A
C&E-CW17	All or several ponds	Try to improve marginal vegetation.	1			y	y	y	y							2021/22	C	Outcome A
C&E-CW18	All or several ponds	Monitor ponds for general problems and algae scums, and ensure warning notices are promptly put up & taken down.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	ERC	Outcome A
C&E-CW19	All or several ponds	Maintain water mixing equipment.	12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C	Outcome A
C&E-CW20	All or several ponds	Monitor water oxygen.	7					y	y	y	y	y				2021	E	Outcome A
C&E-CW21	All or several ponds	Attempt to alleviate problems such as duckweed blooms and oxygen crashes when required.	1-6					y	y	y	y	y	y			2021	C/E	Outcome A
C&E-CW22	Heath-wide	Control Himalayan balsam, Japanese knotweed, giant hogweed, Michaelmas daisy, sycamore and, where necessary, creeping thistle, bramble, common hogweed, ragwort and bracken.	15					y	y	y	y	y				2021	C/E	Outcome A
C&E-CW23	Selected locations Heath-wide	Maintain bramble at roughly current extent.	2	y	y							y	y	y	y	2021	C/V	Outcome A
C&E-CW24	Selected locations Heath-wide	Monitor selected features, including certain invasive species, extent of bramble, Small Tumulus Field grassland, Tormentil slopes, Sparrows site, experimental cutting area, amphibians and reptiles.	1						y	y	y					2021	E/C	Outcome A
C&E-CW25	Selected locations Heath-wide	Continue to Improve corridors for hedgehogs through opening up small gaps in selected fencing.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/C/V	Outcome A
C&E-CW26	Selected locations Heath-wide	Placement of further hedgehog nesting boxes as well as bird and bat boxes at suitable Heath locations. Seek funding for this through the Heaths donations page.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/C/V	Outcomes A + D
C&E-CW27	Heath-wide	Planning, facilitating and overseeing the work of Heath Hands.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C/R/E	Outcome A
C&E-CW28	Vale-Upper Vale of Health	Cut bramble etc. round Pound to maintain views to it.	1								y	y	y			2021	C	Outcome A
C&E-CW29	Vale-Upper Vale of Health	Continue to reduce bramble growing on the Belmore slopes.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW30	Vale-Upper Vale of Health	Mow majority of fertile grassland (including along paths) annually in September, removing arisings.	1									y				2021	C	Outcome A

Conservation and Ecology - 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-CW31	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	2021/22	C/V	Outcome A
C&E-CW32	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				2021	C/V	Outcome A
C&E-CW33	Vale-Upper Vale of Health	Ensure trees & shrubs in bramble areas do not become more numerous.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW34	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	2021/22	C/V	Outcome A
C&E-CW35	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	2021	C	Outcome A
C&E-CW36	Vale of Health N of Approach Road	Cut triangle of grassland above Approach Road.	1						y	y	y					2021	C/R	Outcome A
C&E-CW37	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	2021/22	C/V	Outcome A
C&E-CW38	Vale of Health pound slopes	Continue to block off illegally created and expanding bike track above the sheep pound. Lay trees and shrubs where appropriate.	1	y	y	y							y	y	y	2020/21	C/V	Outcome A
C&E-CW39	Vale of Health Valley	Flail toe of dam as required by Dam Engineer.	2-4				y				y	y	y			2021	C	Outcome A
C&E-CW40	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					2021	C	Outcome A
C&E-CW41	Fleet Stream-Middle Bird Sanctuary	Remove and prevent regrowth of sycamores throughout to encourage ground flora.	1	y	y							y	y	y	y	2021/22	C/V	Outcome A
C&E-CW42	Fleet Stream-Viaduct pond area	Remove <i>Hedera colchica</i> from ground where possible. Cut ivy towards base where growing into tree canopies.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW43	Fleet Stream-Lime Avenue	Open up views upstream from Lime Avenue by coppicing or laying hawthorns at top. Also cut back bramble from stream edge up to 2m. Place 2-3 log weirs along stream unless naturally occurring weirs occur.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW44	Fleet Stream-Viaduct area	Create small glade where two branches of Fleet stream meet in woodland below Viaduct Pond. Dig out sediment and place log weir; plant marsh-loving plants. Keep open in future by removing new seedling trees.	1	y	y							y	y	y	y	2021/22	C	Outcome A

Conservation and Ecology - 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-CW45	Fleet Stream-Viaduct area	Coppice willow and yew along butterfly transect section 8 to increase light.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW46	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	2021/22	C	Outcome A
C&E-CW47	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	2021/22	C	Outcome A
C&E-CW48	Viaduct Pond	Remove or coppice young sycamores in enclosures to west of pond.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW49	Viaduct Pond	Cut bramble and tree growth back from new emergent planting south of bridge.	1	y	y								y	y	y	2021/22	C/V	Outcome A
C&E-CW50	Viaduct Pond	Control Japanese knotweed in enclosed area.	1							y	y					2021	C	Outcome A
C&E-CW51	Viaduct Pond	Pull Himalayan balsam from marsh area.	3-4					y	y	y	y					2021	C/V	Outcome A
C&E-CW52	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	2021/22	C	Outcome A
C&E-CW53	Viaduct Pond	Weed planted heather on exposed east bank.	2	y	y				y	y	y	y	y	y	y	2021/22	C/V	Outcome A
C&E-CW54	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	2021/22	C/V	Outcome A
C&E-CW55	Viaduct Pond	Remove robinia suckers growing around pond edge	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW56	Springett's Wood	Cut grass/scrub 2-3 times avoiding bluebell leaves.	2-3				y	y	y	y	y					2021	C	Outcome A
C&E-CW57	Springett's Wood	Clear & mow paths	1-2				y	y	y	y	y					2021	C	Outcome A
C&E-CW58	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		2021/22	C	Outcome A
C&E-CW59	Springett's Wood	Remove & dispose of <i>Crassula helmsii</i> if present in pond.	1				y	y	y	y	y					2021	C	Outcome A
C&E-CW60	Springett's Wood	Maintain pond; reduce vegetation in pond if required.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW61	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	2021/22	C	Outcome A
C&E-CW62	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	2021/22	C	Outcome A
C&E-CW63	Vale- Radio mast area	Remove laurel growing next to mature oak and orienteering post.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW64	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	2021/22	C/E	Outcome A
C&E-CW65	Vale- Old Hockey Field wild flower area	Pull thistles before cutting.	1					y	y							2021	C/V	Outcome A

Conservation and Ecology - 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-CW66	Vale- Old Hockey Field wild flower area	Cut meadow late winter or Autumn.	1		y	y						y	y	y		2021/22	C	Outcome A
C&E-CW67	Vale- Kenwood boundary fenceline	Remove laurels encroaching and growing onto Heath land.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW68	Vale Fairground woodland	Create glade behind line of Lucombe oaks through removal of young sycamores. Protect sapling wildservice tree.	1	y	y							y	y	y	y	2021/22	C/V	Outcome A
C&E-CW69	Vale of Health Pond	Maintain glade near pond inlets.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW70	Vale of Health Pond	Trim back bramble near bench above fishing pegs.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW71	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	2021/22	C	Outcome A
C&E-CW72	Vale of Health Pond	Review and implement creation of additional fishing swim to the east of the pond.	1	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	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		2021/22	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	2021/22	C/V	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	2021/22	C/V	Outcome A
C&E-CW76	Tormentil Slopes	Cut areas of coarse grass repeatedly.	4				y	y	y	y	y					2021	C	Outcome A
C&E-CW77	Woodland opposite Vale of Health toilets	Cut back bramble and coppice willows. This will create a sunnier glade and also allow Himalayan balsam here to be controlled more easily.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW78	'Secret glade' W of path between Viaduct pond & Hollow Beech	Maintain glade through bramble/sapling removal.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW79	Viaduct Pond and hollow beech- path between	Increase width of woodland edge habitat by removing or coppicing young trees near path.	1	y	y								y	y	y	2021/22	C	Outcome A

Conservation and Ecology - 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-CW80	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					2021	E/C	Outcome A
C&E-CW81	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	2021/22	C	Outcome A
C&E-CW82	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				2021	C	Outcome A
C&E-CW83	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	2021/22	C	Outcome A
C&E-CW84	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	2021/22	C	Outcome A
C&E-CW85	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	2021/22	C/V	Outcome A
C&E-CW86	Pryor's Field	Cut or remove any purple Michaelmas daisy, and white Michaelmas daisy not growing in main patch	1									y	y			2021	C/V	Outcome A
C&E-CW87	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					2021	C/V	Outcome A
C&E-CW88	Pryor's Field	Cut round large white Michaelmas daisy patch	1						y	y	y					2021	C/V	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				2021	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								2021	C	Outcome A
C&E-CW91	Mixed Pond meadow	Cut grassland regularly, to keep back bramble encroachment.	2-3					y	y	y	y					2021	C	Outcome A
C&E-CW92	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	2021/22	C	Outcome A + D
C&E-CW93	Mixed Pond	Coppice tree regrowth from new emergent planting.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW94	Tumulus Field Pond	Re-dig/remove vegetation from pond to create open water.	1	y	y	y	y	y	y	y	y	y	y	y		2022	C	Outcome A
C&E-CW95	Tumulus Field Pond	Cut vegetation surrounding pond.	1	y	y	y	y									2022	C	Outcome A

Conservation and Ecology - 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-CW96	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					2021	C	Outcome A
C&E-CW97	Small Tumulus Field	Control hogweed by cutting flowers off.	2						y	y	y					2021	C	Outcome A
C&E-CW98	Small Tumulus Field	Cut bays every third year in bramble over 9 year cycle, leaving bird perching posts.	1									y	y			2021/22	C	Outcome A
C&E-CW99	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	2021/22	C	Outcome A
C&E-CW100	Small Tumulus Field	Re-lay short but wide band of Hedge 3 to create better edge habitat.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW101	Small Tumulus Field	Mow area of rosebay willowherb cut in 2016 until restored to grassland.	1						y	y						2021	C	Outcome A
C&E-CW102	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	2021/22	C	Outcome A
C&E-CW103	Parliament Hill, near Dump	Mow 50% of seeded grass area repeatedly to reduce thistle extent.	4-5				y	y	y	y	y					2021	C	Outcome A
C&E-CW104	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	2021/22	C	Outcome A
C&E-CW105	Parliament Hill viewpoint	Restore views to Barbican Tower. Pollard, top or coppice willow.	1	y	y								y	y	y	2021/22	C/Arb	Outcome A
C&E-CW106	Hedge No.1	Lay lower third of hedgeline	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW107	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	2021/22	C/R	Outcome A
C&E-CW108	Men's pond	Work with 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.	1-12	y	y								y	y	y	2021/22	C/E	Outcomes A + D
C&E-CW109	Boating pond	Cut NE reed-bed and transplant some to recreate open water.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW110	Boating pond	Seek funding for the removal of the causeway to the 'island' to improve the area as a wildlife refuge.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E	Outcomes A + D
C&E-CW111	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						2021	C	Outcome A

Conservation and Ecology - 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-CW112	South Meadow	Pull or cut small balsam in Kenwood SSSI strip before it flowers.	1						y	y						2021	C/V	Outcome A
C&E-CW113	South Meadow	Continue to protect bluebells throughout the area by placing low dead hedging around the major patches in late winter.	1-2		y	y										2021	C/V	Outcome A
C&E-CW114	Orchard	Continue to coppice area of hazel/ash on a 7 year rotation. Plant additional hazel to fill gaps. Section 4 2021/22.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW115	Orchard	Clear around recently planted hazels.	1						y	y						2021	C	Outcome A
C&E-CW116	Orchard	Remove one large sycamore.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW117	Orchard	Raise crowns of selected beeches where shading coppice areas.	1	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C/Arb	Outcome A
C&E-CW118	Old Orchard Garden	On-going maintenance including planting, pruning, weeding & mowing.	5	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	V	Outcome A
C&E-CW119	Cohen's Field ponds	Monitor for invasive species and remove as necessary.	1					y	y	y	y					2021	C	Outcome A
C&E-CW120	Cohen's Field ponds	Autumn or late winter cut to pond edges to maintain a grassy fringe.	1		y	y						y	y	y		2021/22	C	Outcome A
C&E-CW121	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	2021	C/R	Outcome A
C&E-CW122	Upper (western) Cohen's Field	Continue to control expanding patch blackthorn, centre of Field towards northern edge.	1					y	y	y	y	y				2021	C	Outcome A
C&E-CW123	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	2021/22	C	Outcome A
C&E-CW124	Stream line from Cohen's Wood to Ladies' Pond	Recoppice streamline area. Create new dam and weir systems onlong streamline to help reduce pollution incidences.	1	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C	Outcome A
C&E-CW125	Stream line from Cohen's Wood to Ladies' Pond	Carry out water sampling to research pollution incidences along streamline in conjunction with the Fitzroy allotments association.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C/E	Outcomes A + D
C&E-CW126	Model Farm Compartment: farm section	Eradicate knotweed and balsam.	1					y	y	y	y	y				2021	C	Outcome A
C&E-CW127	Model Farm Compartment: farm section	Yearly cut to 50% of area.	1	y	y									y	y	2021/22	C	Outcome A

Conservation and Ecology - 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-CW128	Model Farm compartment: top meadow	Continue to manage as open grassland by cutting late. Collect arisings and compost in area.	1											y		2021	C	Outcome A
C&E-CW129	Model Farm compartment: top meadow	July cut to perimeter of meadow for monitoring access. Care should be taken of grass snakes.	1							y						2021	C	Outcome A
C&E-CW130	Model Farm Compartment: Middle section	Maintain as rough meadow through autumn cut.	1										y	y		2021	C/E	Outcome A
C&E-CW131	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	2021/22	C	Outcome A
C&E-CW132	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					2021	V/C	Outcome A
C&E-CW133	Pipeline Triangle	Early summer cut to Triangle to reduce coarse grass vigour & encourage later-flowering knapweed & bedstraw.	1					y								2021	C	Outcome A
C&E-CW134	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					2021	C	Outcome A
C&E-CW135	Ladies' Pond enclosure	Cut northern wet meadow area to prevent scrub encroachment.	1		y	y						y	y			2021/22	C	Outcome A
C&E-CW136	Stock Pond	Re-open canopy above northern marsh area. Remove seedling alders and dogwood	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW137	Stock Pond	Cut back scrub encroaching onto northern marsh area. Cut back to dead hedge.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW138	Bird Sanctuary	Control Himalayan balsam & giant hogweed	2						y	y	y	y	y			2021	C	Outcome A
C&E-CW139	Bird Sanctuary	Coppice/Pollard 10% of willows & alder along eastern edge.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW140	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	2021/22	C	Outcome A
C&E-CW141	Bird Sanctuary	Continue to expand wet meadow E of pond through selective coppicing of trees and scrub encroachment.	1	y	y									y	y	2021/22	C/E	Outcome A
C&E-CW142	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	2021/22	C	Outcome A

Conservation and Ecology - 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-CW143	Bird Sanctuary	Maintain channel N side of pond to increase wetness & habitat for reedbed.	1	y	y	y	y							y	y	2021/22	C	Outcome A	
C&E-CW144	Bird Sanctuary	Remove selected trees and shrubs growing in reedbeds.	1								y	y	y	y	y	2021	C	Outcome A	
C&E-CW145	Bird Sanctuary	Reedbed cutting section 4.	1	y	y											2022	C	Outcome A	
C&E-CW146	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	2021/22	C	Outcome A	
C&E-CW147	Bird Sanctuary	Dig more pools in western wet meadow to prevent drying out.	1	y	y	y	y							y	y	2021/22	C	Outcome A	
C&E-CW148	Bird Sanctuary	Cut eastern dry area to prevent scrub encroachment.	1	y	y								y	y	y	2021/22	C	Outcome A	
C&E-CW149	Bird Sanctuary	Cut eastern wet meadow late winter.	1		y	y										2022	C	Outcome A	
C&E-CW150	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		2021	C	Outcome A	
C&E-CW151	Bird Sanctuary	Cut rough meadow to the north of the reedbed late winter/early spring.	1		y	y										2022	C	Outcome A	
C&E-CW152	Bird Sanctuary	Late cut and early summer cut to grass area surrounding bird feeders to maintain as grassland.	2					y	y			y	y	y		2021	C	Outcome A	
C&E-CW153	Bird Sanctuary	Open up viewing window again from corner nearest Millfield toilets.	1	y	y									y	y	2021/22	C	Outcome A	
C&E-CW154	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	2021/22	V/C/E	Outcome A	
C&E-CW155	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	2021/22	V/C/E	Outcome A	
C&E-CW156	Southern slopes of Parliament Hill	Continue experimental regime of cutting selected areas of thistle monthly in season.	5						y	y	y	y				2021	C/E	Outcome A	
C&E-CW157	Heath Extension meadows	Development of scalloped edges between mown and long grass.	1			y	y	y	y	y	y	y	y			2021	C	Outcome A	
C&E-CW158	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	2021/22	C	Outcome A

Conservation and Ecology - 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-CW159	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	2021/22	C	Outcome A
C&E-CW160	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							2021	C	Outcome A
C&E-CW161	Extension, north-west corner of junior cricket field	Trial grazing in ant hill section to reduce scrub and maintain ant hills.	1									y				2021	C	Outcomes A + D
C&E-CW162	Extension, north-west corner of junior cricket field	Monitor flora in ant-hill area in conjunction with the LNHS.	1						y							2021	E/V	Outcome A
C&E-CW163	Extension	Lay up to 50m section of hedgerow. To be determined.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW164	Ikin's Corner meadow	Selectively clear scrub and bramble	1	y	y	y										2021	C	Outcome A
C&E-CW165	Ikin's Corner meadow	Cut grassland every 2 years.	1					y								2021	C	Outcome A
C&E-CW166	New hockey pitch	Top 50% thistle along hedgerow on west of grassland.	2-3					y	y	y						2021	C	Outcome A
C&E-CW167	New hockey pitch	Maintain scalloped edge to bramble & close-mown grass.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW168	Meadow west of children's play area	Top 80% thistle along east hedge.	2-3					y	y	y						2021	C	Outcome A
C&E-CW169	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	2021/22	C	Outcome A
C&E-CW170	Meadow at North Point (far NE corner of Extension)	Hand pull or cut 80% thistle.	2-3					y	y	y						2021	C	Outcome A

Conservation and Ecology - 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-CW171	Meadow at North Point (far NE corner of Extension)	Late annual cut of non-trial area leaving refuges.	1								y	y				2021	C	Outcome A
C&E-CW172	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			2021	C/E	Outcome A
C&E-CW173	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	2021/22	C	Outcome A
C&E-CW174	Eastern edge of Extension	Maintain cut grass strip at base of privet hedges at rear of private gardens.	3				y	y	y	y	y					2021	C/R	Outcome A
C&E-CW175	Hedge between cricket & football pitches	Retain wide bramble/grassland fringe to hedge.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW176	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	2021/22	C/R	Outcome A
C&E-CW177	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	2021	C	Outcome A
C&E-CW178	Extension Ponds	Cut/coppice scrub & grub bramble for N, S & E edges of pond 7 to maintain low scrub & wildflower area & prevent encroachment into pond. See management plan for location.	Every 4 yr.	y	y									y	y	2021/22	C	Outcome A
C&E-CW179	Extension Ponds	Prune recently layed hedge along No.2 pond. Re-lay 2022.	1	y	y							y	y	y	y	2021/22	C	Outcome A
C&E-CW180	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	2021/22	C	Outcome A
C&E-CW181	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			2022	C/E	Outcome A
C&E-CW182	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					2021	C	Outcome A
C&E-CW183	Extension Ponds	Monitor dragonflies.	6-12				y	y	y	y	y					2021	E/V	Outcome A
C&E-CW184	Extension Ponds	Maintain views to ponds in small sections of east and west sides through summer coppicing of vegetation.	2-3					y	y	y						2021	R/E	Outcome A

Conservation and Ecology - 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-CW185	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	2021	C/E	Outcome A
C&E-CW186	Flagstaff	Regular cut, but with midsummer window to allow flowering of wildflowers.	4-6			y	y	y			y	y	y			2021	C	Outcome A
C&E-CW187	Flagstaff	Maintain immediate foreground 20-30m view towards Harrow through lifting trees at the edges	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW188	Flagstaff gorse patch	Coppice a section of gorse on 12 year rotation and remove seedlings sycamore, oak and birch in compartment. Section 9 in 2021/22. Follow-up bramble removal in spring/summer if needed	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW189	Flagstaff gorse patch	Plant any open areas with gorse	1	y	y	y							y	y	y	2021/22	C	Outcome A
C&E-CW190	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 8 in 2021/22	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW191	Heath lands, next to Jack Straws car park	Late annual cut, leaving refuges.	1								y	y	y			2021	C	Outcome A
C&E-CW192	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	y	2021/22	C	Outcome A
C&E-CW193	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			2021	C	Outcome A
C&E-CW194	Hill garden pergola Harrow view	Prune eucalyptus and holly to maintain immediate foreground vista.	1	y	y								y	y	y	2021/22	C/G	Outcome A
C&E-CW195	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	2021/22	C/V	Outcome A

Conservation and Ecology - 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-CW196	Inverforth Close/Hill Garden heather site	Weed and maintain heather. Lift pines where shading gorse.	3-4				y	y	y	y	y	y				2021	C/V	Outcome A
C&E-CW197	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					2021	C	Outcome A
C&E-CW198	Drying Ground	Coppice or lift gorse growing over heather surrounding gorse patch. Weed & maintain heather on slopes	2				y	y	y	y	y	y				2021	C/V	Outcome A
C&E-CW199	Drying Ground	Maintain open aspect under pines by bramble & scrub removal	1	y	y								y	y	y	2021	C	Outcome A
C&E-CW200	Drying Ground	Cut open area down to hollow to prevent scrub regrowth and establish grassland	2-3					y	y	y	y					2021	C	Outcome A
C&E-CW201	Grass Square opposite Bull & Bush public house	Late cut to grass, removing cuttings. Cut away from road edge.	1									y	y			2021	C	Outcome A
C&E-CW202	Heather adjacent to main path leading through West Heath 50m in from Dump	Control bracken on slope adjacent to area	1					y	y	y						2021	C	Outcome A
C&E-CW203	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		2021/22	C/V	Outcome A
C&E-CW204	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					2021	C/E	Outcome A
C&E-CW205	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	2021/22	C	Outcome A
C&E-CW206	Leg of Mutton Pond	Removal of tree and scrub cover shading out marginal vegetation, particularly on north side	1			y	y	y	y							2021/22	C	Outcome A

Conservation and Ecology - 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-CW207	Main body of West Heath woodland	Develop & increase deadwood habitat piles. Place timber in bramble in shade.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW208	Main body of West Heath woodland	Maintain open glades through removal of sycamores.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW209	Main body of West Heath woodland	Manage glade within woodland adjacent to Platts lane.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW210	West Heath meadow	Late cut to lower part of meadow, leaving refuges.	1							y	y	y				2021/22	C	Outcome A
C&E-CW211	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	2021/22	C	Outcome A
C&E-CW212	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					2021	C/V	Outcome A
C&E-CW213	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	2021/22	C	Outcome A
C&E-CW214	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	2021/22	C	Outcome A
C&E-CW215	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	2021/22	C	Outcome A
C&E-CW216	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	2021/22	C	Outcome A
C&E-CW217	Whitestone Pond	Cut reedbed in early spring if required.	1			y										2021/22	C	Outcome A
C&E-CW218	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	2021/22	C	Outcome A

Conservation and Ecology - 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-CW219	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	2021/22	C	Outcome A
C&E-CW220	Flat area at top of Judges Hollow, close to flagstaff	Early cut; top thistle within grassland area.	2-3				y			y	y					2021	C	Outcome A
C&E-CW221	Judges Hollow	Cut low bramble patches invading grassland.	3-4				y	y	y	y	y					2021	C	Outcome A
C&E-CW222	Judges Hollow small wooded area & steep slope	Late annual cut to half slope.	1									y	y			2021	C	Outcome A
C&E-CW223	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					2021	C	Outcome A
C&E-CW224	Judges Hollow lower section & gentle slope	Selective cut during May & July to reduce aggressive coarse grasses.	2					y		y						2021	C	Outcome A
C&E-CW225	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		2021/22	C	Outcome A
C&E-CW226	Judges Hollow lime & chestnut avenue	Late cut of grass next to houses.	1									y	y			2021	C	Outcome A
C&E-CW227	Judges Hollow	Continue to liaise with Redington Froggnal Neighbourhood Forum about possible restoration of Branch Hill pond.	4-5	y	y	y	y	y	y	y	y	y	y	y		2021/22	C/E	Outcome A
C&E-CW228	Sandy Heath general	Develop and implement plans to improve the understorey and ground flora in areas affected by off-route cycling.	1-12	y	y	y	y	y	y	y	y	y	y	y		2021/22	C/E	Outcome A
C&E-CW229	Sandy Road	Continue cutting 2 coupes/year along ride in 5-year rotation. Sections 2a + 5b in 2021/22. See map.	1	y	y									y	y	2021/22	C/V	Outcome A
C&E-CW230	Sandy Road	Cut scalloped 2-5m strip along path edge during July.	1							y						2021	C	Outcome A
C&E-CW231	Cooling Track	Monitor & remove tree seedlings along 'Saxon' ditch as necessary.	1	y	y									y	y	2021/22	C	Outcome A

Conservation and Ecology - 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-CW232	Cooling Track	Glade opposite Extension top locking bar: late cut at end of season.	1									y				2021	C	Outcome A
C&E-CW233	Cooling Track	Continue holly thinning behind cooling track to encourage bluebells and other ground flora to develop.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW234	Old Sand Pit, behind Heath House	Remove seedling sycamores.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW235	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		2021	C	Outcome A
C&E-CW236	Sandy Heath ponds	Selectively coppice or remove tree/gorse and scrub cover from the edge of pond No.4 to prevent shading and establishment of large trees.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW237	Sandy Heath ponds	Remove selected emergent vegetation + sediment to prevent succession & maintain area of open water.	1	y	y						y	y	y	y	y	2021/22	C	Outcome A
C&E-CW238	Sandy Heath ponds	Regular cut of grass adjacent pond 4 to establish & maintain acid grassland.	3				y	y	y	y	y					2021	C	Outcome A
C&E-CW239	Sandy Heath grassland	Remove bramble developing in acid grassland.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW240	Sandy Heath grassland	Remove turkey oaks from selected areas to increase the extent of acid grassland.	1-5	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW241	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	2021/22	C/V	Outcome A
C&E-CW242	Pitt's Garden	Keep bramble controlled in areas of gorse.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW243	Pitt's Garden	High cut of northern heather section to maintain as low heath and prevent scrub encroachment.	1-2								y	y	y			2021	C	Outcome A
C&E-CW244	Pitt's Garden	Cut around heather sections to prevent scrub encroachment.	2-3				y	y	y	y	y					2021	C	Outcome A
C&E-CW245	Pitt's Garden	Keep listed wall adjacent to North End clear of vegetation.	1				y	y	y	y						2021	C	Outcome A
C&E-CW246	Pitt's Garden	Remove some bramble & buddleia & coppice gorse along top of crib wall bank.	1	y	y									y	y	2021/22	C	Outcome A
C&E-CW247	Pitt's Garden	Maintain margins as grassland & prevent scrub encroachment on path by fence adjoining North End Way.	2				y	y	y	y	y					2021	C	Outcome A

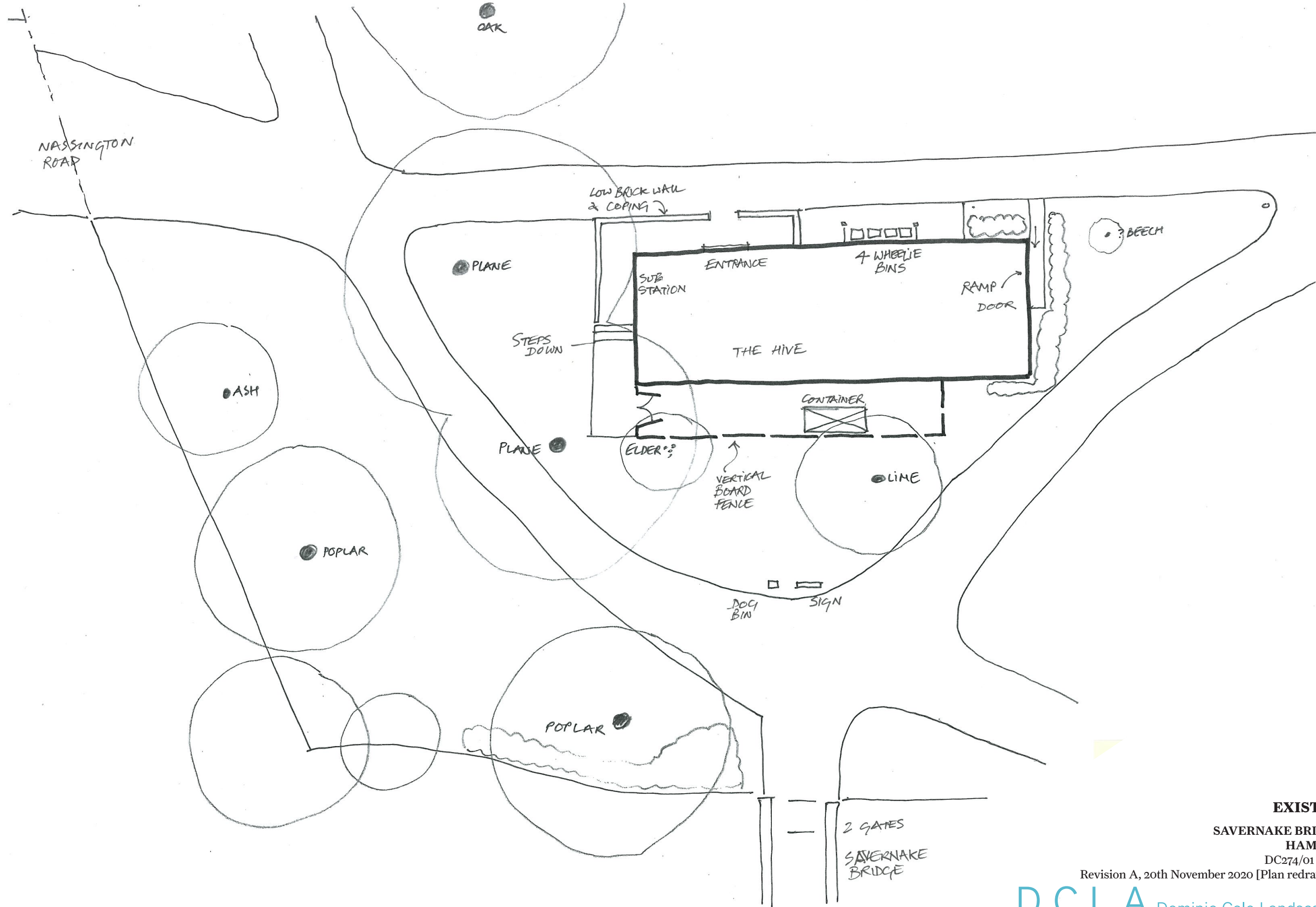
Conservation and Ecology - Cyclical

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-CW248	Pitt's Garden	Remove Rhododendron growing to the north of the wall.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW249	Paddock	Grub tree seedlings & bramble as necessary.	1	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	C	Outcome A
C&E-CW250	Paddock	Reduce thistles.	2					y	y	y						2021	C	Outcome A
C&E-CW251	Paddock	Early spring cut to 80% of meadow, leaving refuges, & repeat cut in summer, to encourage scabious	2				y	y	y							2021	C	Outcome A
C&E-CW252	Large (Summer) Meadow	Remove non-native tree seedlings in peripheral areas of meadow.	1	y	y								y	y		2021/22	C	Outcome A
C&E-CW253	Large (Summer) Meadow	Early spring cut (around March) to allow invertebrates to overwinter in dead stems.	1			y										2021/22	C	Outcome A
C&E-CW254	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	2021/22	C	Outcome A
C&E-CW255	Large (Summer) Meadow	Continue to remove saplings coming up through gorse.	1	y	y								y	y		2021/22	C	Outcome A
C&E-CW256	Sandy Gorse patch	Coppice/expand gorse on a 12 year rotation. Section 9 in 2020/21. Grub out seedling trees and remove bramble. Plant up any bare/dead patches with potted gorse.	1	y	y								y	y		2021/22	C	Outcome A
C&E-CW257	Sandy Gorse patch	Follow up management of recently coppiced area of gorse. Revisit section to remove any returning scrub or bramble growth. Section 8 2021/22 Replant any failed gorse.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW258	Sandy Gorse patch	Control bracken.	1				y	y	y							2021	C	Outcome A
C&E-CW259	Wylde's farm access road	Selectively thin trees growing into road.	1	y	y								y	y		2021/22	C	Outcome A
C&E-CW260	Woodland near Wylde's Farm	Restore tumulus above Wylde's Farm.	1	y	y								y	y	y	2021/22	C/E	Outcome A
C&E-CW261	Unwins Hill	Remove lower growing hollies and limbs to maintain immediate vista.	1	y	y								y	y	y	2021/22	C	Outcome A
C&E-CW262	Heathwide	Implement 2nd heathwide mammal camera survey in partnership with ZSL and Heath Hands.	2-4				y	y	y	y	y					2021	E/V	Outcomes A + D
C&E-CW263	Heathwide	Implement survey of ant-hills across Hampstead Heath in conjunction with LNHS and Heath Hands.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/V	Outcomes A + D
C&E-CW264	Heathwide	Build and carry out monitoring of hedgehog boxes in conjunction with Heath Hands volunteers.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/V	Outcomes A + D

Conservation and Ecology - 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-CW265	Heathwide	Sow common spotted orchid spores into suitable edge/open habitats, map positions and monitor success.	1-5						y	y	y	y	y			2021/22	E/C/V	Outcome A
C&E-CW266	Postcard Project	Continue to develop interactive map for external viewing of the Heaths donated collection of old postcards.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/V	Outcome A
C&E-CW267	Ponds management plan	Continue to develop and begin to implement the Ponds Management plan for the Heath's dealing with management of issues such as access and sediment.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/Con/SM	Outcome A
C&E-CW268	Wildlife recording	Collation and transfer of Heath wildlife records to the London records centre (GIGL).	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E	Outcome A
C&E-CW269	University College London (UCL)	Continue to work in partnership with UCL to assist student projects in heritage and sustainability.	1-12	y	y	y	y	y	y	y	y	y	y	y	y	2021/22	E/SM	Outcomes A + D

KEY	
	New Ground Restoration projects for 2021-22.
	New projects for 2021-22.
	Ground Restoration Projects.
Arb	Arb Team.
C	Conservation Team.
E	Ecologist.
SM	Highgate Wood, Trees and Sustainability Manager.
V	Volunteers.
R	Ranger Team.



EXISTING LAYOUT

SAVERNAKE BRIDGE ENTRANCE
HAMPSTEAD HEATH

DC274/01 - 20th October 2017

Revision A, 20th November 2020 [Plan redrawn & Title Change]

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SIGNAGE KEY

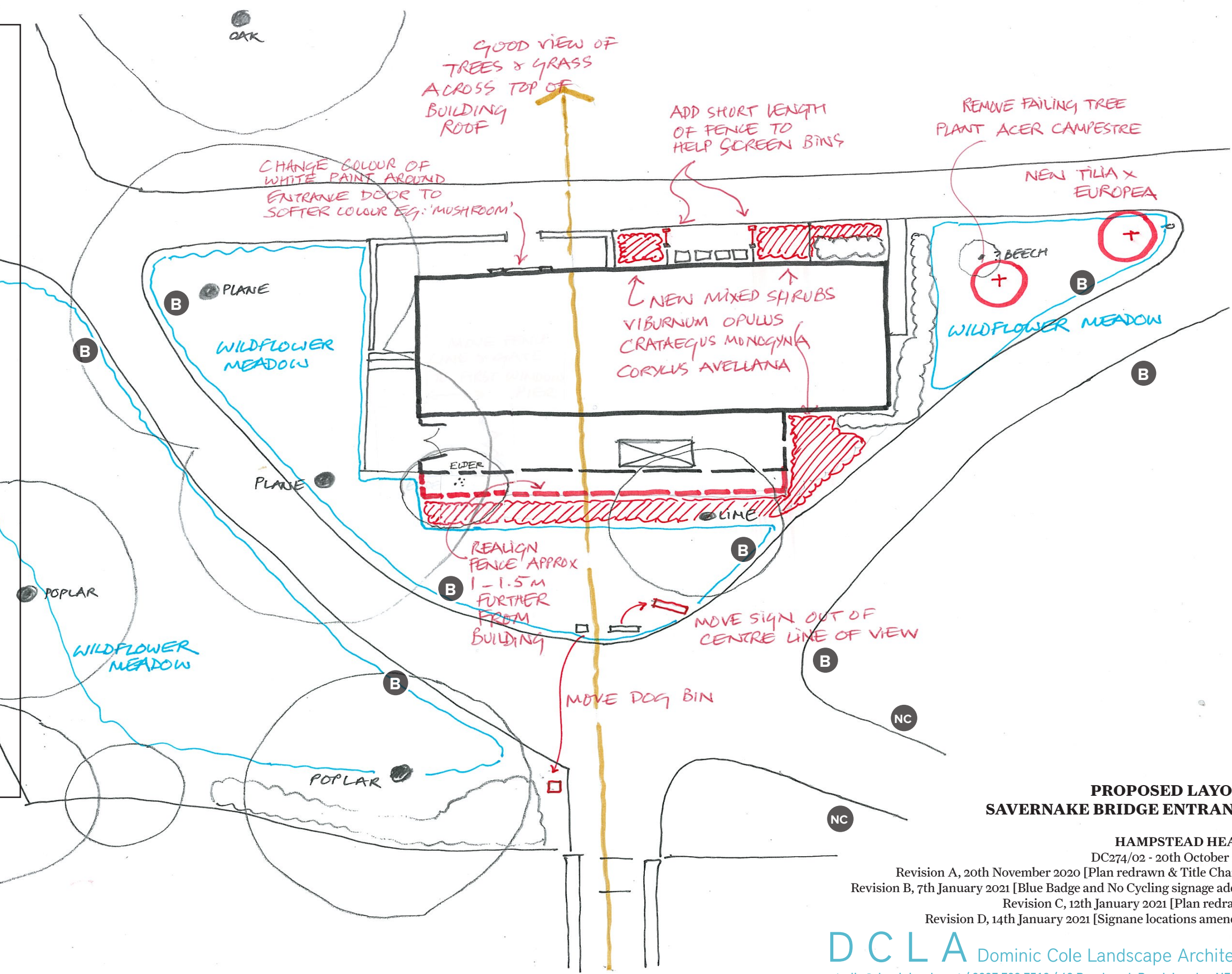


B BLUE BADGE SIGN



NC YELLOW NO CYCLING SIGN

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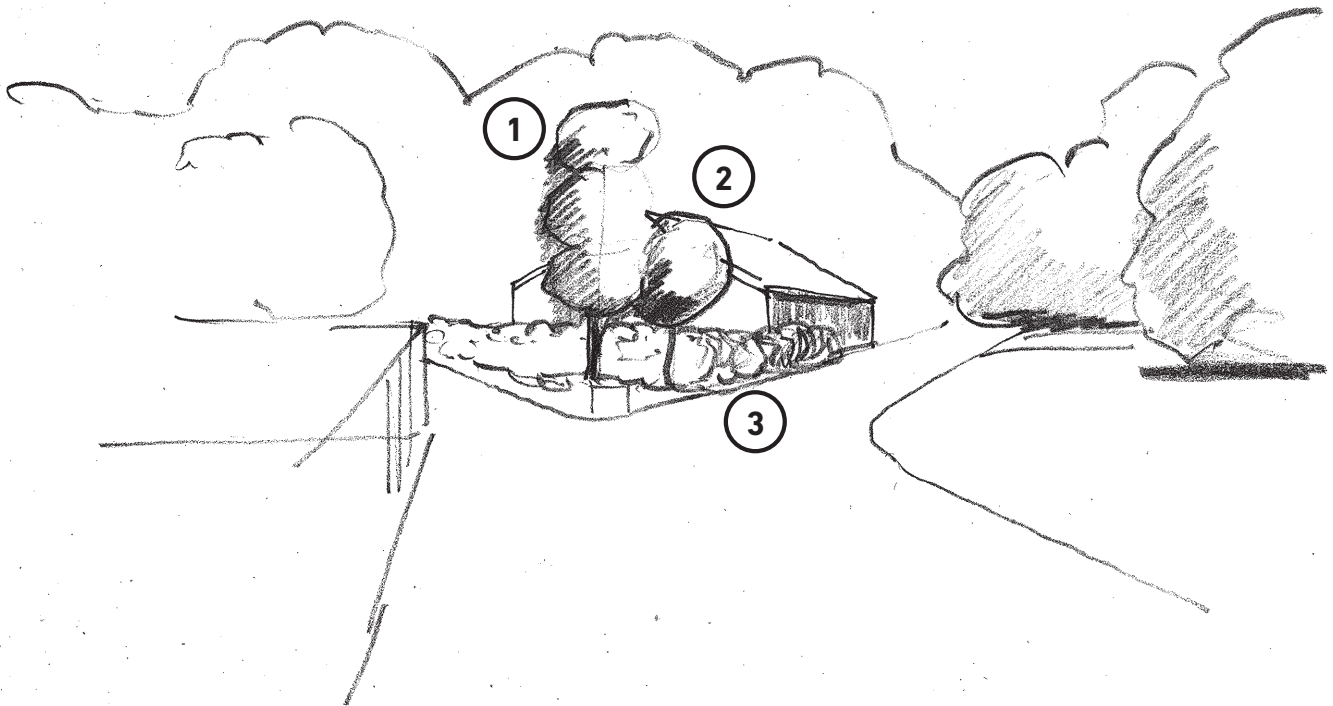
**PROPOSED LAYOUT
SAVERNAKE BRIDGE ENTRANCE**

HAMPSTEAD HEATH
 DC274/02 - 20th October 2017
 Revision A, 20th November 2020 [Plan redrawn & Title Change]
 Revision B, 7th January 2021 [Blue Badge and No Cycling signage added]
 Revision C, 12th January 2021 [Plan redrawn]
 Revision D, 14th January 2021 [Signage locations amended]

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Prominent gate end



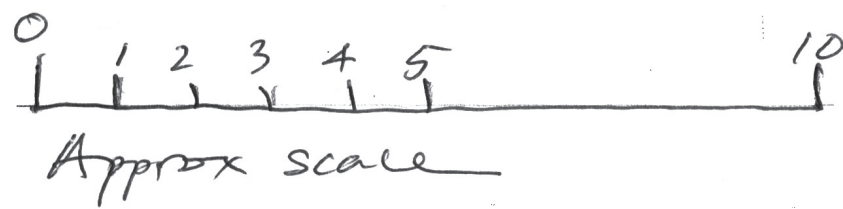
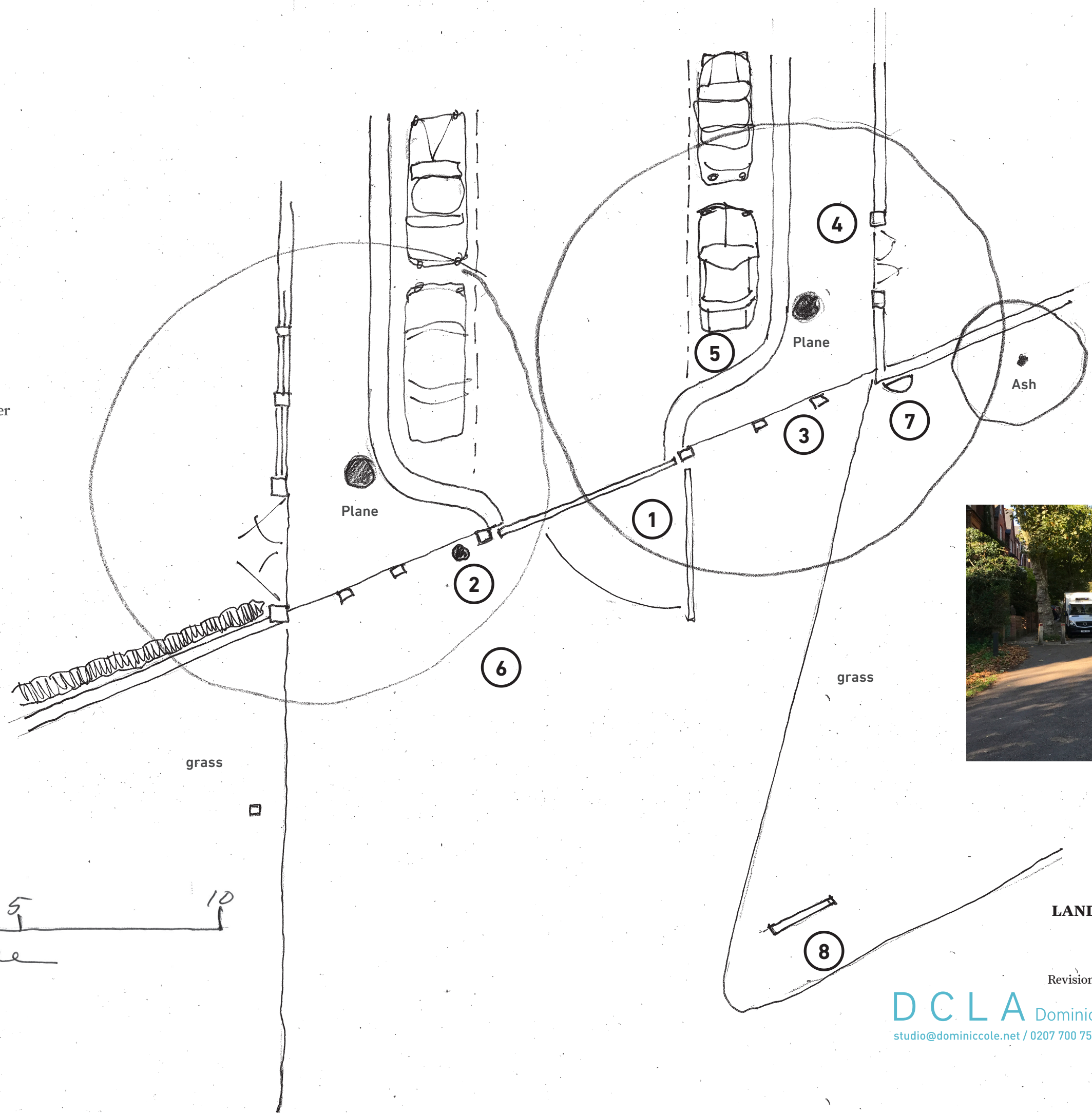
- 1 New Lime - *Tilia x europea*
- 2 New Field Maple - *Acer campestre*
- 3 New planting between building and path

PROPOSED PLANTING BESIDE THE HIVE BUILDINGS

HAMPSTEAD HEATH
 DC274/03 - 20th October 2017
 Revision A, 20th November 2020 [Title Change]
 Revision B, 7th January 2021 [Note Changes]

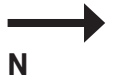
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- ① Metal pole gate
- ② Lamp post
- ③ Timber bollards
- ④ Stone paving
- ⑤ Granite kerb
- ⑥ Tarmac
- ⑦ Metal boundary marker
- ⑧ C.O.L. sign

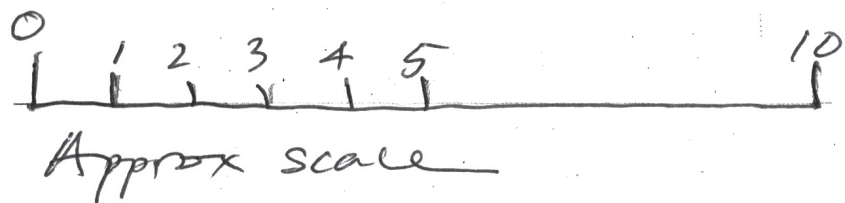
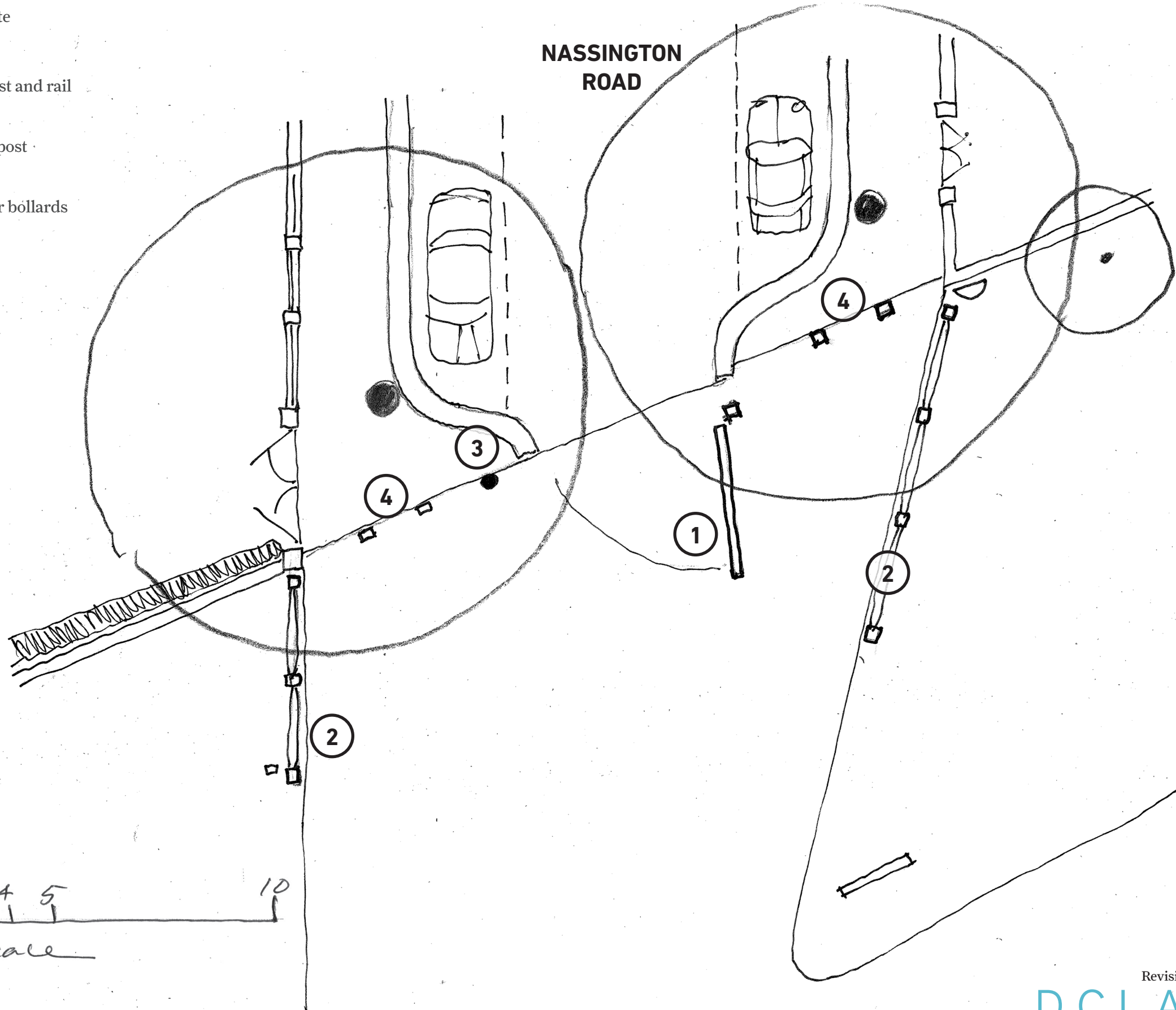


LANDSCAPE LAYOUT EXISTING
 NASSINGTON ROAD
 HAMPSTEAD HEATH
 DC274/04 - 20th October 2017
 Revision A, 19th November 2020 [Title Change]

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- 1 New timber gate
- 2 New timber post and rail
- 3 Existing lamp post
- 4 Existing timber bollards



LANDSCAPE LAYOUT PROPOSED

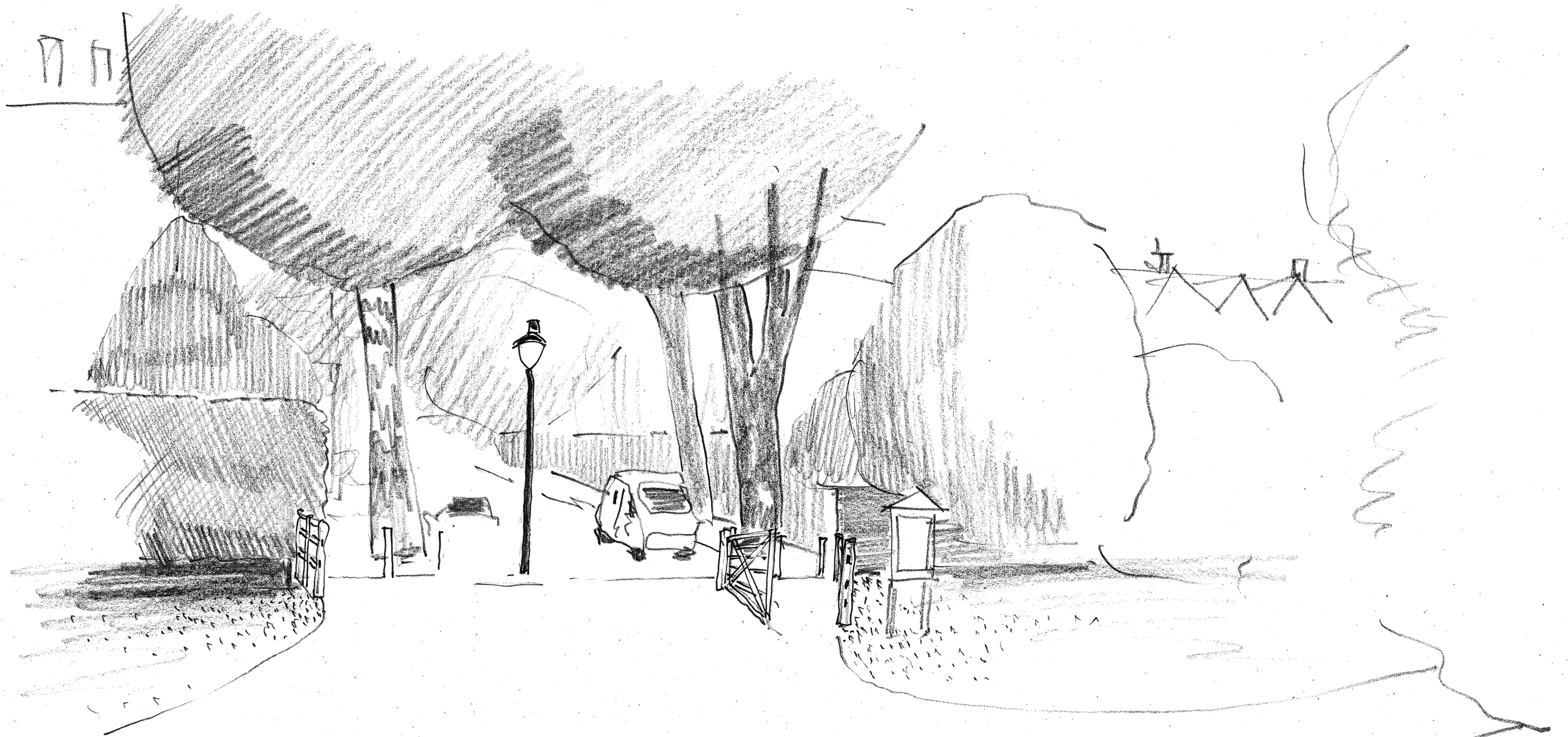
NASSINGTON ROAD
HAMPSTEAD HEATH

DC274/05 - 20th October 2017

Revision A, 20th November 2020 [Title Change]

Revision B, 7th January 2021 [Notes and Drawing Revised]

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PROPOSED TIMBER RAILS & GATE

NASSINGTON ROAD
HAMPSTEAD HEATH

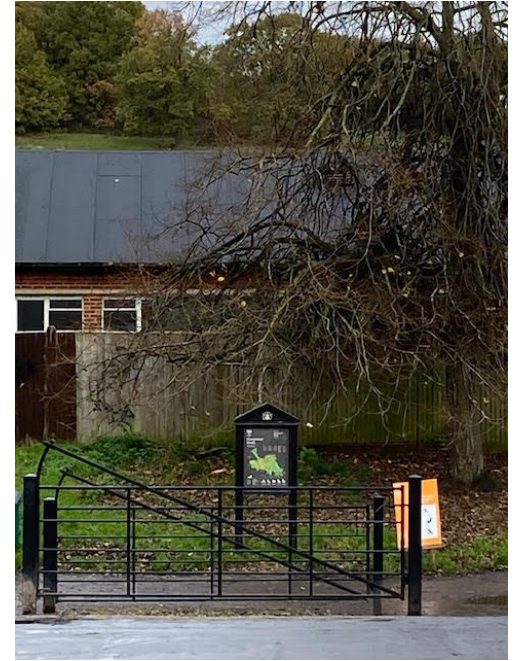
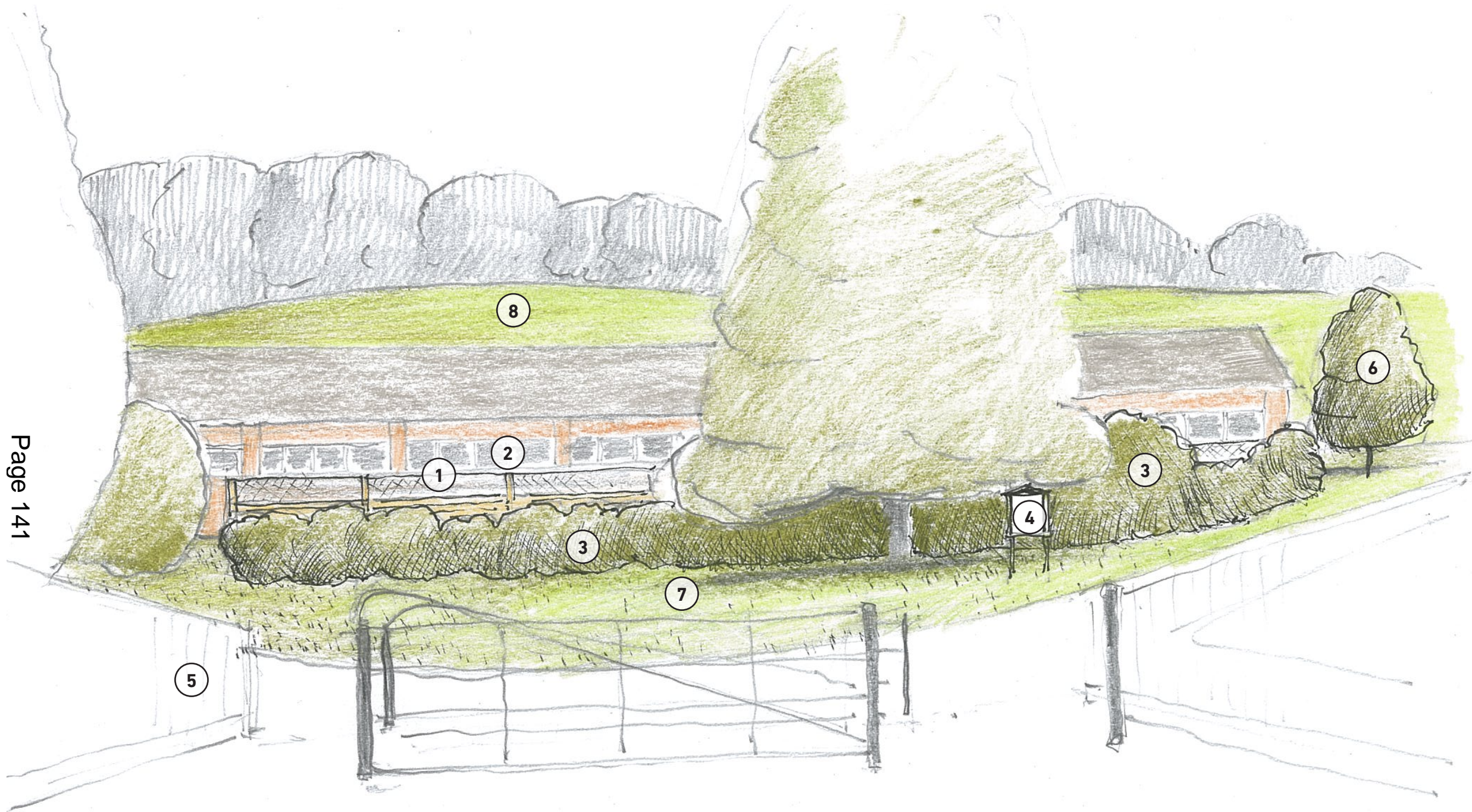
DC274/06 - 20th October 2017

Revision A, 20th November 2020 [Title Change]

Revision B, 7th January 2021 [Gate Removed]

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1. Replace fence on new alignment with horizontal feather boards. Top to be mesh or lattice 300mm high.
2. Change white paint to mushroom
3. New 'hedge'
4. Re-locate sign away from centre of view
5. Relocate dog bin
6. New Field Maple
7. New wildflower meadow
8. View across top of roof

SAVERNAKE BRIDGE ENTRANCE PROPOSALS

HAMPSTEAD HEATH
DC274/07 - 20th October 2017
Revision A, 20th November 2020

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Hive Building - Change white paint on all windows and main door surround to mushroom.



Bin Area - Extend fences up to path edge. Remove paving either side and add planting.



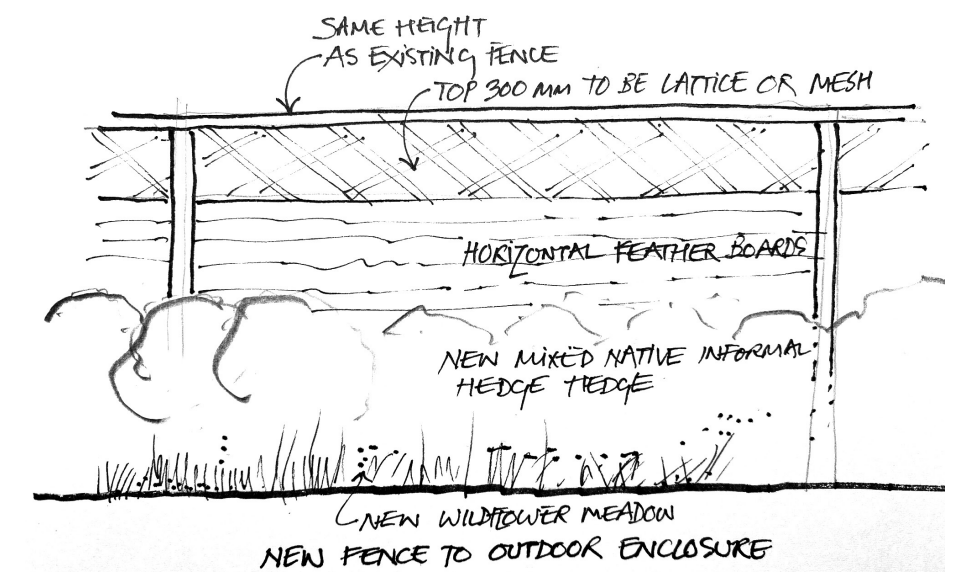
Realign external enclosure fence and move approx 2m further from building. Change fence to horizontal featherboards with top 300mm as mesh or lattice pattern.



Existing grass to become wildflower meadow.



For Nassington Road entrance use similar style timber fencing as for Gordon House Road.



**SAVERNAKE BRIDGE & NASSINGTON ROAD
ENTRANCES TO HAMPSTEAD HEATH**

HAMPSTEAD HEATH
DC274/08 - 20th November 2020

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Committee:	Date:
Hampstead Heath, Highgate Wood and Queens Park	24 February 2021
Subject: Open Spaces Department Business Plan for 2021/22	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Outcomes: 1, 2, 3, 4, 5, 8, 10, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Colin Buttery, Director of Open Spaces	For information
Report author: Gerry Kiefer, Directorate Business Manager	

Summary

This report presents for information the high-level Business Plan for the Open Spaces Department for 2021/22. This plan identifies seven major workstream for the whole Department together with the actions within various Corporate strategies that the Department is helping to deliver, sets out the current Departmental risks, provides financial information and identifies our performance measures. This report also identifies next year's key areas of work for Hampstead Heath, Highgate Wood and Queens Park.

Recommendation

Members are asked to:

- Note the report

Main Report

Background

1. This high-level Departmental Business Plans for 2021/22 was agreed by Open Spaces and City Gardens Committee on 2 December 2020. The Plan is presented based on current departmental structures. These will be adjusted, alongside budgets, when any changes to these structures are implemented.

Current Position

2. Business Plans are aligned to Departments, so all financial information presented within the Business Plan reflects the Departmental budget rather than the Committee budget.

Proposal

3. The high-level summary Business Plan for the Open Spaces Department is presented at **Appendix 1**. This plan identifies the 7 major workstreams over the next year for the whole Department, some of which will be progressed by officers from Hampstead Heath, Highgate Wood and Queens Park.
4. Hampstead Heath, Highgate Wood and Queens Park have identified the following as their *additional key areas of work* over the next year:
 - COVID-19 Impact Recovery Programme; responding to Government guidance and maintaining COVID secure workplaces and facilities. Implementing interventions to address erosion, compaction, path maintenance, waymarking and signage improvements.
 - Achieve financial savings as required with a continuing emphasis on appropriate income generation activities.
 - Develop and deliver a programme to celebrate the 150 anniversary of the founding 1871 legislation.
 - Compliance with ULEZ – In order to meet emission requirements, manage financial implication and implement the agreed vehicle replacement plan
 - Implementation of the East Heath car park resurfacing, drainage and cycle parking improvements.
 - Progress capital projects in relation to safety, access and security issues across the three Bathing Ponds and the Parliament Hill Fields Lido.
 - Tender four café leases and the additional offer at the Heath extension.
 - Obtain approval and implement new licensing schemes in line with the provision of the 2018 Open Spaces Act.

Corporate & Strategic Implications

5. Strategic implications – Strategic priorities and commitments are expressed in Appendix 1, sides 1 and 2.
6. Financial implications – The high-level summary Business Plan at Appendix 1 has been drawn up taking into consideration increasing employee costs as well as a 12% reduction in the departmental budget compared to 2020/21.
7. Risk implications – Key risks managed by the department are included in the high-level summary Business Plan. The COVID19 risks which are reported corporately but relate to this Department are also included in the Business Plan.
8. Resource implications – Any changes to resources will be identified and delivered through the move to the Target Operating Model and/or to meet budget savings.

Requests for capital funding for projects will be made as part of the annual capital bidding process.

9. Equalities implications – Where we develop new policies, strategies, service provision and capital projects we will undertake ‘tests of relevance’ and where appropriate a full equalities analysis.
10. Climate Implications – Open Spaces already offset 40% CoL scope 1 and 2 co2 emissions. An annual capital bid has been made as part of the overall Climate Action Strategy funding request; to support the work to increase co2 sequestration through land management and innovative working, which will contribute to 100% reduction target of CoL scope 1 and 2 emissions by 2025.
11. The capital funding will enable this project to build on the initial works that have mapped the carbon sequestration benefits from City Corporation Open Spaces and accelerate this function through re-introduction of best land management practices. The second area is to create a commercially sustainable future use of the sustainably produced timber and other agricultural products. The majority of this early work will focus on Epping Forest.
12. Security implications – there are no security implications arising from this report

Conclusion

13. This report presents the Open Spaces Department high-level Business Plan for 2021/22 and key areas of work at a local level for the services that report to this Committee.

Appendices

- Appendix 1 – Open Spaces Department High-level Business Plan 2021/22

Gerry Kiefer

Business Manager – Open Spaces Department

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THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

Our overarching objectives are:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.
- C. Business practices are responsible and sustainable.

Our major workstreams this year will be...

1. Implement the required savings to deliver a balanced budget within the reduced core funding envelope through a combination of reducing expenditure, increasing income.
2. Implement actions arising from the new Target Operating Model and provide open and early communication to all employees.
3. Progress the landscaping of Finsbury Circus, the replacement playground at West Ham Park and all other RASC approved capital projects including the Climate Action Strategy.
4. Work with other CoL Depts to commence the entire overhaul of Tower Bridge's High Voltage system, hydraulic pipework replacement and implementation of permanent solutions following the extensive Working at Heights review.
5. Working with City Surveyors, progress future use of the nursery site at West Ham Park.
6. Assess impact of expanded ULEZ on existing fleet, procurement and supplier capacity and available financial resources.
7. Continue to cultivate the Burnham Beeches Gateway and biodiversity net gain project partnership with local landowners and make ready for grant/funding applications.

The Corporate Plan outcomes we have a direct impact on are...

- Outcome 2 - People enjoy good health and wellbeing**
- Outcome 3 - People have equal opportunities to enrich their lives and reach their full potential**
- Outcome 5 - Businesses are trusted and socially and environmentally responsible**
- Outcome 10 - We inspire enterprise, excellence, creativity and collaboration**
- Outcome 11 - We have clean air, land and water and a thriving and sustainable natural environment.**
- Outcome 12 - Our spaces are secure, resilient and well-maintained.**

What's changed during 2020

- *More staff working from home / remotely.*
- *New ways of working for non office staff to comply with Government guidance*
- *Increased use of online services for payment and bookings.*
- *Increased use of cashless payment.*
- *'Took our services on-line', increasing the provision of digital content so 'digitally open while physically closed'.*
- *The massive increase in visitor to the open spaces, due the pandemic, is having a negative long-term impact on the sites' biodiversity and infrastructure.*
- *Greater focus on generating additional income e.g. through new lease arrangements, licencing, donations, car park charging.*

Plans under consideration	Time Scale
<i>Offices unlikely to return to full capacity– long term use of office accommodation to be considered</i>	2022/23
<i>COVID19 operating models will inform future service operations.</i>	2021/23
<i>Approach to cycling to be reviewed across a number of properties</i>	2022/23
<i>Visitor attractions, may require re-setting of business models</i>	2021/23
<i>Prioritising high priority select bids for Capital that meet the precise capital funding criteria</i>	2021 onwards

Our Strategic Commitments

Below are some of the Corporate Strategy Actions we will help deliver

Apprenticeship Strategy

- Deliver apprenticeships within the organisation from levels 2 to 7, in terms of placements and training, which generate positive feedback from those involved in completing and delivering them and achieve target retention rates

Climate Action Strategy

- Introduce new land management practices across our open spaces aiming to maximise their ability to remove carbon, and optimise their biodiversity and resilience value
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing

Cultural Strategy

- Support cultural excellence in a range of fields and champion an ethos of innovation, creative risktaking and artistic citizenship
- Support the delivery of the City of London's Education Strategy by nurturing an exemplary Cultural Education Partnership

Responsible Business Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *The planet is healthier*

Social Mobility Strategy

- Remove barriers, overcome gaps and improve access and participation in order to improve attainment.

Sport & Physical Activity Strategy

- Contribute to delivering the various strategy actions, particularly under the strategy outcome: *People enjoy good health and wellbeing and health inequalities are reduced*

Volunteering Strategy

- Promote volunteering opportunities and benefits to drive more and better volunteering.

Key Departmental Risks

		0	6	3	Total = 9
Likelihood	Likely (4)				
	Possible (3)		1	4	1
	Unlikely (2)			1	2
Rare (1)					
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
		Impact			

Departmental Risk Title	Score
Wanstead Park reservoirs	24
Repair and maintenance of buildings and structural assets	16
Maintaining the City's water bodies	16
Impact of development	12
Ultra Low Emission Zone (ULEZ) fleet purchase risk	12
The effect of a major event in central London on the tourism business at Tower Bridge and Monument	12
Pests and diseases	12
Health and safety	8
Extreme weather and climate change	6
These are reported Departmentally apart from Wanstead Park Reservoirs which is a Corporate risk	

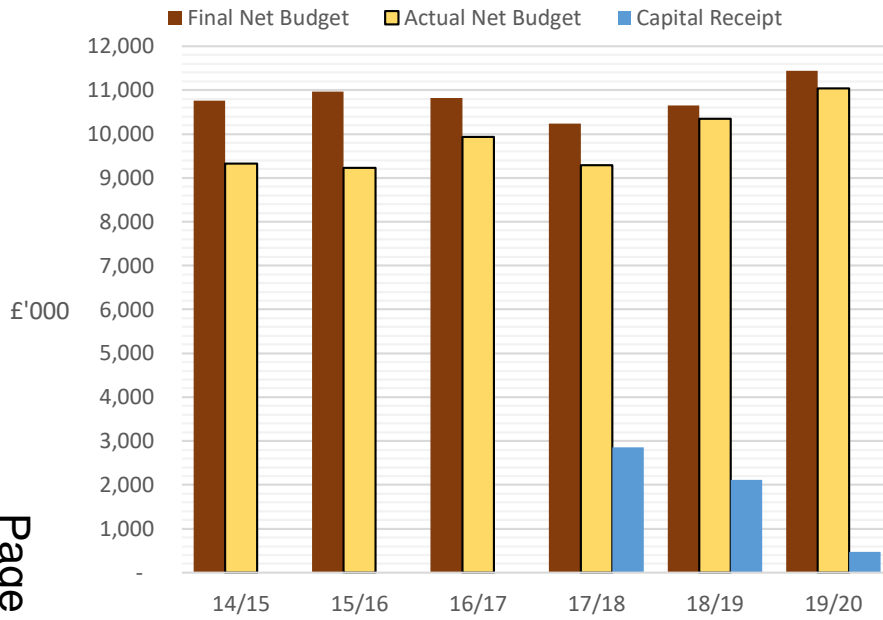
Open Spaces risks related to COVID-19

COVID-19 Risk Title	Score
Failure of Cemetery & Crematorium services	16
Income generation and financial management	16
Health and Safety of visitors and staff	12
Bridge lifts at Tower Bridge	6
Reopening services	4
Two additional risks are being considered for inclusion. The risks are: <ul style="list-style-type: none"> Accelerated long-term damage to sites Open Spaces workforce wellbeing 	
These risks are reported Corporately	

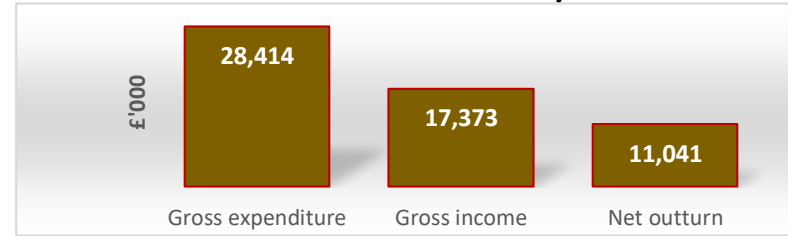
Equalities, Diversity and Inclusion Self Assessment	Score
Monitoring and use of data & information	4
Completing Equality Analysis and tackling discrimination and barriers to inclusion	3
Target setting and mainstreaming equalities into performance systems	N/A
Using procurement and commissioning to achieve equality and cohesion targets	N/A
Engagement and partnership	3
Employment and training	2
Where 4 is excellent and 2 is average	

Directors local risk

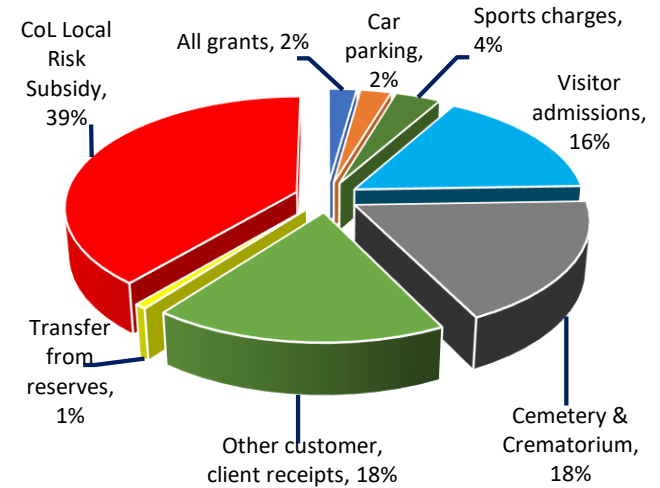
Net Budget vs Actual Net Budget and Capital Receipts



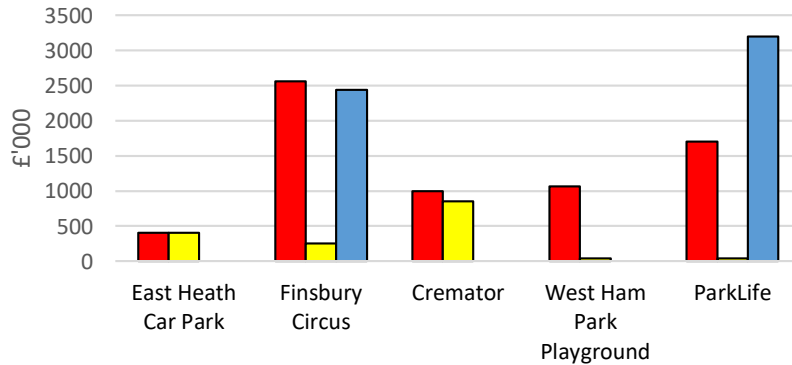
Actual Local Risk 2019/20



Where our 2019/20 income came from

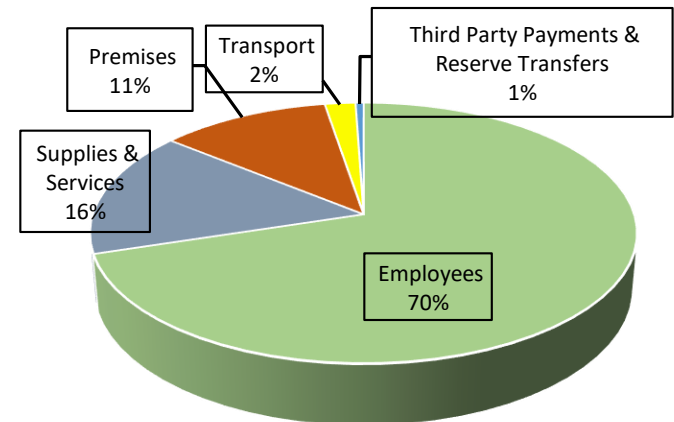


OSD Capital projects - showing anticipated COL and other funding plus spend to date



■ Funding to be provided by COL
 ■ Actual & Committed spend
 ■ Funding from other sources

How we spent our local risk budget in 2019/20



THE DEPARTMENT'S VISION IS:

We enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond.

The Open Spaces Department's three top line objectives and twelve outcomes are:

A. Open spaces and historic sites are thriving and accessible

- ✓ Our open spaces, heritage and cultural assets are protected, conserved and enhanced (12)
- ✓ London has clean air and mitigates flood risk and climate change (11)
- ✓ Our spaces are accessible, inclusive and safe (1)
- ✓ Our habitats are flourishing, biodiverse and resilient to change (11)

B. Spaces enrich people's lives

- ✓ People enjoy good health and wellbeing (2)
- ✓ Nature, heritage and place are valued and understood (3)
- ✓ People feel welcome and included (4)
- ✓ People discover, learn and develop (3)

C. Business practices are responsible and sustainable

- ✓ Our practices are financially, socially and environmentally sustainable (5)
- ✓ London's natural capital and heritage assets are enhanced through our leadership, influence, investment, collaboration and innovation (10)
- ✓ Our staff and volunteers are motivated, empowered, engaged and supported (8)
- ✓ Everyone has the relevant skills to reach their full potential (8)

KEY: The numbers in brackets show how the Open Spaces Outcomes link to the twelve [Corporate Plan Outcomes 2018-2023](#).

Performance Measures	2020/21 Performance	2021/22 Direction of travel / target
Green Heritage Accreditation	13 Awards	13 Awards
Green Flag Awards	15 Awards	15 Awards
Active ancient tree management as part of the Stewardship Schemes at Epping Forest & Burnham Beeches.	As per Stewardship agreement - annual data not yet available	As per Stewardship agreement
The condition of our Sites of Special Scientific Interest	No new assessments in 2020 to enable any change to have been recorded	All re-assessed SSSI's are rated 'favourable' or 'unfavourable recovering'.
Number of visits to Open Spaces Departments webpages	647,457 to date	Increase
Tennis court usage	26,953 to date	Maintain
Customer satisfaction at Tower Bridge	New COVID19 related measure - annual	Maintain
Our environmental footprint	Annual data not yet available	Link to Climate Action Strategy
Net expenditure (OS local risk only)	Achieve readjusted budget	Achieve budget
Income generated (OS local risk)	Achieve budget	Achieve budget
Learning & volunteer programme - various measures	Annual data not yet available	Increase
Apprentice performance – various measures	Annual data not yet available	Maintain
Short term sickness	1.21 to date	Maintain
H&S accident investigations	88% to date	Corporate target

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queens Park Management Committee	24 th February 2021
Subject: CWP 2021/22 Updated Bid Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,4 and 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: City Surveyor	For Information
Report author: Alison Bunn – Head of Facilities Management	

Summary

In July 2020 details of the proposed Cyclical Works Programme (CWP) bid list for 21/22 were presented to this committee. The report detailed the proposed bid for the properties within your Committee’s remit. Since that report was presented and considering the Covid-19 pandemic a review has been undertaken of the CWP bid for 21/22 and it has been reduced. Only Health & Safety related projects will now be undertaken in 21/22 which has reduced the overall CWP bid list down from £12m to £4m, this reduction allows for the City to make savings to help its immediate financial pressures and for the project delivery team to catch up after a period of non-activity at the start of the Covid-19 pandemic and lockdown.

This report sets out the details of projects which will now be undertaken in 21/22 and details of the projects that will be delivered within that year which form part of the previous year’s programmes.

In addition, the Chairman of Corporate Asset Sub Committee requested that Officers review the current CWP approach and whether it requires updating after 4 years in operation. This exercise has been undertaken and the findings presented to Corporate Asset Sub Committee on the 15th September 2020, these proposals were approved and therefore this report also sets out the main changes to how the CWP will operate and be delivered in year 22/23 onwards.

Recommendation(s)

Members are asked to:

- Note the contents of this report

Main Report

Current Position

1. At Corporate Asset Sub Committee on the 15th September 2020 they approved a reduced CWP bid for 21/22 to allow for works delayed due to Covid-19 to be brought back on schedule and for the new CWP approach to be implemented for year 22/23.
2. Since then Officers in City Surveyor's and Open Spaces have been working to identify any further projects which need to take place in 21/22 and cannot be deferred. The details below highlight the projects that will now proceed across the Open Spaces portfolio.
3. The headlines for all Open Spaces are:

Total Original 21/22 CWP Bid	Revised 21/22 CWP Bid	Project Delivery 21/22
£1,596,800	£434,000	£1,131,473

4. As a result, the following works for Open Spaces will be undertaken in 21/22:

City Cash – Total Value £374,0000

Location	Property	Project Title	Budget cost
Epping Forest	The Obelisk, Warren Field, The Warren	DECORATION & LIMEWASH	£2,500
Epping Forest	Queen Elizabeth Hunting Lodge	EXTERNAL LIMEWASH & OVERHAUL	£25,000
Epping Forest	Queen Elizabeth Hunting Lodge	INFILL PANELS LIME DAUB OVERHAUL	£6,000
Keats House	Keats House	SECURITY ALARM REPLACEMENT	£15,000
10 Keats Grove	10 Keats Grove	SECURITY ALARM REPLACEMENT	£15,000
The Monument	The Monument	SECURITY ALARM REPLACEMENT	£1,500
10 Keats Grove	10 Keats Grove	FIRE ALARM REPLACEMENT	£15,000
Keats House	Keats House	Keats House CCTV Replacement	£14,500

Open Spaces	Bunhill Fields Burial Ground	MEMORIALS BREAKDOWN	£30,000
Open Spaces	Bunhill Fields Burial Ground	MEMORIALS CONSERVATION	£125,000
Open Spaces	Bunhill Fields Burial Ground	NOTABLE MEMORIALS OVERHAUL	£15,000
Hampstead Heath	Lido Buildings	SHOWER & TOILET REFURBISHMENT (MALE & FEMALE)	£14,000
Hampstead Heath	Lido Buildings	PA SYSTEM REPLACEMENT	£7,000
Hampstead Heath	Lido Buildings	CABLE RATIONALISATION	£3,500
Hampstead Heath	Mixed Bathing Pond	SEWAGE PUMPS AND CONTROL GEAR REPLACEMENT	£25,000
Hampstead Heath	Mixed Bathing Pond	FENCING REPLACEMENT	£20,000
Hampstead Heath	Traditional Playground	PADDLING POOL REPLACEMENT	£40,000

City Fund – Total Value £60,000

Location	Property	Project Title	Budget cost
CoL Cemetery & Crematorium	Modern Crematorium	CREMATOR No. 1 REFRACTORY	£60,000

5. The overall provisional CWP 21/22 bid for Open Spaces was £1,596,800 this is therefore a significant reduction in this amount.
6. Only projects with the highest health and safety score have been put forward in the bid list for 21/22 and it is expected that they will be delivered within that year.
7. Appendix A includes a list of all projects put forward for the original 21/22 bid and are now deferred.
8. Any projects not funded will be moved to the bid list for 22/23 and with the new CWP approach approved by Member's there is commitment to fund and deliver all projects within the bid list which is put forward.
9. Whilst only a reduced bid is agreed for 21/22, there are already c.265 projects to Open Spaces which have already received funding with a combined value of c.£4.2million. These will be delivered through the usual CWP process over the next 3-4 years. The delivery of all CWP programmes is being smoothed

over 4 years rather than the traditional 3 years, this is to assist in the overall financial forecasts of the City.

These projects are:

Merlewood Est Office Landlords Lighting Power Rewire	12,000
Epping Forest Museum CCTV Replacement	2,500
Epping Forest 1 Keepers Lodge Landlord Lighting Power Rewire	6,000
Epping Forest 2 East Lodge Warren Landlords Lightings Power Rewire	6,000
Epping Forest 2 Keepers Lodge Wanstead Park Landlords Lighting Power Rewire	6,000
Epping Forest 46 The Plain Landlords Lightings Power Rewire	6,000
Epping Forest Info Centre Security Alarm Replacement	2,000
Epping Forest The Warren Office Access Control System Replacement	7,000
West Ham Park Boundary Fence Wall Decorations to Gates Railing Inside Park	33,500
West Ham Park Vehicle Shed Refurbishment	78,574
Bunhill Fields Burial Garden Brickwork Overhaul to Boundary Wall	9,100
Bunhill Fields Burial Signage Replacement	10,000
Bunhill Fields Fence Decoration Around Graves	18,000
Bunhill Fields Fence Decoration Around Memorials	2,500
Bunhill Fields Paving Overhaul	6,000
Bunhill Fields Railings Decorations External	17,349
Golders Hill Park 1 2 Golders Hill External Decorations	1,593
Golders Hill Park 1 2 Golders Hill House Kitchen Refurbishment	10,000
Golders Hill Park 1 2 Golders Hill House Windows Replacement	11,000
Hampstead Heath General/Infrastructure Drainage Survey	89,061
West Heath Pergola Strengthening	25,000
Crem Fitters Workshop Walls repointing / overhaul	10,000
Crem Haywood Centre Roof replacement	125,000
Crem Main Entrance lighting replacement	15,000
Crem Staff kitchen refurbishment	4,000
Crem Staff shower room refurbishment	9,500

Highgate Wood Education Hut Photovoltaic Cells Condition Refurbishment	3,000
Epping Forest Mains Water Replacement	36,000
Epping Forest The Warren Office Electric Gates Replacement	24,000
Epping Forest Museum Store Fire Alarm Replacement	12,000
Open Spaces Bunhill Fields Brick Structures Remedial Works	3,500
Golders Hill Park Cafeteria Fire Alarm Replacement	10,000
Golders Hill Park Cafeteria Electrical Intake Replacement	8,147
Golders Hill Park Cafeteria Public Toilets Lighting Emergency Lighting Replacement	5,000
Queens Park Toilet Block Refurbishment	35,000
West Heath Pergola Engineer to Monitor Structures	2,500
Open Spaces Garden Churchyard Paved Areas	7,643

Cemetery Crematorium Various Cess Pit Survey	19,946
Cemetery Crematorium Modern Crematorium Landlords Lighting Power Rewire	120,000
Cemetery Crematorium Road Resurfacing	48,000
Cemetery Crematorium Chapels Modern Crematorium Roof Replacement	180,000
Cemetery Crematorium Modern Crematorium Roof Replacement	50,000
Cemetery Crematorium Modern Crematorium Scissor Lift Refurbishment	3,060

Hampstead Heath General Infrastructure Valve Replacement all ponds	36,000
Parliament Hill Fields General Drainage Overhaul	40,000
Hampstead Heath Drainage Overhaul general	50,000
Parliament Hill Fields Hot Water Plant Replacement	50,000
10 Keats Grove Fire Alarm Replacement	15,000
Cemetery Crematorium Main Entrance / Gatehouse/ Parking Area Parking Area Resurfacing	30,000

10. Since the initial writing of this report the UK has moved back into a 3rd National Lockdown on the 4th January 2021. Therefore, the City owned Open Spaces are seeing a significant increase in footfall and usage of the sites. This has raised concerns about the reduced level of CWP funding in 21/22, therefore after discussions held at a Special Budgetary Meeting of the Hampstead Heath Management Committee on the 7th January 2021, the Superintendent is working with the City Surveyor's Department to develop a list of projects that have now become a Health and Safety risk and require funding either through the 21/22 bid or submitting a bid for the money from the existing savings achieved through currently funded CWP projects. The first project of which for gully repairs at a value of £28,000 has been approved on the 25th January 2021.

Moving Forward - New Approach

11. The following at the key changes to the CWP which were approved at Committee on the 15th September 2020:

- Moving to a condition-based maintenance approach through the new Computer Aided Facilities Management (CAFM) system currently being procured and due to be implemented Autumn 2021
- Focus the programme delivery into a single financial year
- Removal of smaller value projects under £10,000 by uplifting the City Surveyor's, DBE's or Barbican's local risk budget respectively (using funds previously earmarked for the CWP) to allow project delivery to focus on the larger scale projects
- Altering the project prioritisation matrix to make it more fit for purpose and a fairer system for all properties
- Smoothing of the already agreed CWP programme to create a '4th' year

- Introduction of 3-5 yearly building condition surveys funded from funds previously earmarked for the CWP

Corporate & Strategic Implications

12. Cyclical Works Programmes set out to deliver three of the key objectives in the Corporate Property Asset Management Strategy.

- SO.1 – Operational assets remain in a good, safe and statutory compliant condition.
- SO.2 – Operational assets are fit for purpose and meet service delivery needs.
- SO.3 – Capital and supplementary revenue programmes are affordable, sustainable and prudent and that the limited available resources are directed to the highest corporate priorities.

Conclusion

13. This report is to update Members on the reduced CWP 21/22 bid for Open Spaces and explain the new approach for the CWP which will be adopted from year 22/23 onwards which has been approved by the Corporate Asset Sub Committee.

Report author

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Operations Group – City Surveyors Department

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Appendices

- Appendix A – 21.22 CWP Deferred Projects

Appendix A

Original Actual List now on the Deferred List

Building	Project	Cost
Equipment Store, Highgate Wood	INSTALLATION OF NEW MANSAFE SYSTEM TO ROOF	5,000
Equipment Store, Highgate Wood	PHOTOVOLTAIC CELLS CONDITION SURVEY	3,500
Parliament Hill Fields	RUNNING TRACK COLUMNS RELAMP	15,000
Parliament Hill Fields	SPACE HEATING REPLACEMENT ATHELTICS TRACK PAVILION COMPLEX	70,200
436 A-D Archway Road	FIRE ALARM REPLACEMENT	2,500
Highgate Wood	HIGHGATE WOOD & QUEENS PARK FABRIC FMP CONDITION SURVEY	10,000
Hampstead Heath	KENWOOD GENERAL SURVEY	6,000
Parliament Hill Fields	FIRE ALARM REPLACEMENT LIDO INFORMATION CENTRE	36,100
Lido Buildings Complex	ROLLER SHUTTER REPLACEMENT (8 No.)	15,500
Athletics' Track Pavilion Complex	CABLE RATIONALISATION	3,500
Mixed Bathing Pond Complex	FENCING REPLACEMENT	20,000
	Total	£187,300

Reserve List

Building	Project	Cost
General	WATER MAINS & DRAINS REPLACEMENT	15,000
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF BOTHY)	20,500
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (STAFF OFFICE)	25,000
Staff Yard Complex	LIGHTING (INCL EMERGENCY LIGHTING) REPLACEMENT (WORKSHOP/STORES)	25,000
Shelter and Garages	LIGHTING REPLACEMENT	3,000
Staff Yard Complex	WINDOWS REPLACEMENT	30,000
1 & 2 Golders Hill Houses	BRICKWORK REPOINTING	3,500

Cafeteria and Public Toilets	FLOORING REPLACEMENT (TOILETS)	7,000
Cafeteria and Public Toilets	WINDOWS REPLACEMENT (TOILETS)	15,000
Zoo Shelter and Toilets	FLOORING REPLACEMENT	7,000
Bandstand	FLOORING REPLACEMENT (SURFACE COVERING)	6,000
Shelter and Garages	LANDLORDS LIGHTING & POWER REWIRE	5,000
Zoo Shelter and Toilets	EXTERNAL DECORATIONS	3,000
Deer Shelters and Huts	EXTERNAL DECORATIONS	2,500
Staff Yard Complex	INTERNAL DECORATIONS (MAIN OFFICE & STORES)	5,000
Zoo Shelter and Toilets	INTERNAL DECORATIONS	2,000
Tennis Booking Hut and Shelter	INTERNAL DECORATIONS	2,000
Tennis Shelters (3 No.)	DECORATIONS	2,500
Shelter and Garages	DECORATIONS	2,500
Bushwood Lodge, Bush Road	ROOF INSULATION REPLACEMENT	2,000
Adventure Playground Building	ROOF SURVEY	2,500
Mens Bathing Changing Enclosure	SEWAGE PUMP REPLACEMENT	25,000
Mens Bathing Lifeguards Hut	ROOF REPLACEMENT	3,000
Mens Bathing Lifeguards Hut	ELECTRIC & WATER HEATER REPLACEMENT	1,500
General	VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	3,500
Toilet Block, Incl. Mess Room	SEWAGE PUMP & TANK REPLACEMENT	25,000
1 Sheppard Cottage	ROOF REPLACEMENT	15,000
2 Sheppard Cottage	ROOF REPLACEMENT	15,000
Highgate Ponds	ROOF REPLACEMENT	5,000
1 Sheppard Cottage	BOILER REPLACEMENT	5,000
The Lodge	RADIATOR REPLACEMENT	5,000
1 Coronation Cottage	ROOF REPLACEMENT	14,500
2 Coronation Cottage	ROOF REPLACEMENT	16,500
Parliament Hill Fields	HOT WATER BOILER REPLACEMENT SINKS	8,500
Parliament Hill Fields	UNDERGROUND FUEL TANK REPLACEMENT - STAFF YARD COMPLEX	72,000
General/Infrastructure	FOOTPATH OVERHAUL	40,000
General	PATH RESURFACING	25,000
General	FOOTPATH RESURFACING	30,000

General	SCORER'S HUT REFURBISHMENT	10,000
General/Infrastructure	FENCING OVERHAUL	30,000
General/Infrastructure	LODGE GARDEN PAVING & FENCING OVERHAUL	3,500
Heathfield House Complex	DRAINAGE OVERHAUL	30,000
General	SURVEY - GENERAL	7,000
Mens Bathing Life Buoys	LIGHTING REPLACEMENT	3,000
General	FENCING OVERHAUL & DECORATIONS	5,000
General Infrastructure	MAIN WATER SUPPLY PIPEWORK REPLACEMENT	20,000
General	FENCING REPLACEMENT & DECORATION	7,000
The Lodge	RAINWATER GOODS OVERHAUL	1,500
1 Hornbeam Cottage	RAINWATER GOODS REPLACEMENT	3,000
2 Coronation Cottage	KITCHEN REFURBISHMENT	15,000
1 Sheppard Cottage	KITCHEN REFURBISHMENT	7,000
1 Sheppard Cottage	RAINWATER GOODS REPLACEMENT	3,000
Golders Hill Park	WATER MAINS AND DRAINS REPLACEMENT	12,000
Highgate Ponds	DRAINAGE OVERHAUL	50,000
Mens Bathing Life Buoys	FLOORING REPLACEMENT	6,000
Millfield Lane Toilets	FLOORING REPLACEMENT	7,000
Equipment Store, Highgate Wood	LANDLORDS LIGHTING & POWER REWIRE	1,500
1 Sheppard Cottage	TIMBER TREATMENT	3,000
Mens Bathing Changing Enclosure	EXTERNAL & INTERNAL DECORATIONS	15,000
Mens Bathing Lifeguards Hut	EXTERNAL & INTERNAL DECORATIONS	3,500
Mens Bathing Pond Toilets	EXTERNAL DECORATIONS	3,000
Mixed Bathing Pond Complex	EXTERNAL DECORATIONS	8,500
General	CORPORATE IMAGE BOARDS REPLACEMENT	6,000
The Pavilion	EXTERNAL DECORATIONS	5,000
Equipment Store, Highgate Wood	EXTERNAL DECORATIONS	3,500
1 Hornbeam Cottage	EXTERNAL DECORATIONS	7,000
1 Coronation Cottage	EXTERNAL DECORATIONS	4,000
2 Coronation Cottage	EXTERNAL DECORATIONS	4,000
1 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
2 Sheppard Cottage	EXTERNAL DECORATIONS	3,000
Mens Bathing Life Buoys	INTERNAL DECORATIONS	3,500

Mens Bathing Pond Toilets	INTERNAL DECORATIONS	1,500
Mixed Bathing Pond Complex	INTERNAL DECORATIONS	1,500
The Pavilion	INTERNAL DECORATIONS (EXCLUDES CAFE)	5,000
Hill Garden 'The Shelter'	STONE STAIRCASE TO SHELTER OVERHAUL	20,000
Nursery Cottage	SECURITY ALARM REPLACEMENT	6,000
General	FENCING OVERHAUL & REDECORATIONS	25,000
Bothy Building	RAINWATER GOODS REPLACEMENT	3,000
Kenwood Yard	LIGHTING REPLACEMENT	6,000
General	KENWOOD NURSERY - WALL REPAIRS	30,000
Bothy Building	STONE COPINGS REPLACEMENT	15,000
Constabulary Building	CCTV REPLACEMENT	15,000
Handyman's Workshop and Stores	EXTERNAL DECORATIONS	6,000
Ladies Bathing Pond Building	EXTERNAL DECORATION	15,000
General	GATES DECORATION	5,000
Lido Buildings Complex	DECORATIONS (LIDO)	15,000
Heathfield House Complex	RADIATORS REPLACEMENT	15,000
Meadow Lodge	RADIATORS REPLACEMENT	3,000
Lido Buildings Complex	BOOSTER SET REPLACEMENT (POOLSIDE)	5,000
One O'Clock Club Building	ROOF SURVEY	2,500
Hill Garden 'The Shelter'	WALLS RENDERING & REDECORATION	15,000
Staff Yard and Changing Rooms	PUMPING STATION SURFACE WATER PUMPS REPLACEMENT	15,000
Mess Room and Stores	ELECTRIC STORAGE HEATING REPLACEMENT	3,000
General	PATH RESURFACING	25,000
Bowling Green Mens Pavilion	PAVING OVERHAUL	3,500
Traditional Playground Building	RETAINING WALL OVERHAUL	15,000
General	FOOTPATH RESURFACING	15,000
Meadow Lodge	KITCHEN REFURBISHMENT	7,000
Tennis Courts and 3 Shelters	FENCING OVERHAUL & REPLACEMENT	15,000
Lido Buildings Complex	FENCE OVERHAUL	2,000
One O'Clock Club Building	FENCING REPLACEMENT	15,000

One O'Clock Club Building	EMERGENCY LIGHTING REPLACEMENT	5,000
One O'Clock Club Building	LIGHTING REPLACEMENT	5,000
Adventure Playground Building	LIGHTING REPLACEMENT	5,000
Athletics' Track Pavilion Complex	FENCING DECORATION	10,000
Football Changing Rooms & RSPB Project Centre "The Hive"	FENCING REPLACEMENT	3,500
General	FENCING OVERHAUL	7,000
Staff Yard and Changing Rooms	RAINWATER GOODS OVERHAUL	15,000
Cafeteria & Park Office	TOILET REFURBISHMENT (PARK OFFICE)	3,000
The Lodge, Kingswood Avenue	KITCHEN REFURBISHMENT	20,000
The Lodge, Kingswood Avenue	RAINWATER GOODS REPLACEMENT	2,500
Staff Yard Building Complex	LIGHTING & SMALL POWER REPLACEMENT	30,000
Staff Yard Building Complex	CCTV REPLACEMENT	15,000
Staff Yard Building Complex	ROLLER SHUTTERS REPLACEMENT	15,000
Meadow Lodge	LANDLORDS LIGHTING & POWER REWIRE	20,000
Cafeteria	ROLLER SHUTTER OVERHAUL	3,500
PH-Bandstand	LANDLORDS LIGHTING & POWER REWIRE	3,000
Lido Buildings Complex	PERIMETER WALL REPOINTING OVERHAUL	7,000
Lido Buildings Complex	LANDLORDS LIGHTING & POWER REWIRE	30,000
One O'Clock Club Building	WINDOWS & DOORS OVERHAUL	6,000
One O'Clock Club Building	CCTV REPLACEMENT	5,000
One O'Clock Club Building	LANDLORDS LIGHTING & POWER REWIRE	7,000
Traditional Playground Building	WINDOWS OVERHAUL	6,000
Traditional Playground Building	CCTV REPLACEMENT	5,000
Athletics' Track Pavilion Complex	FIRST AID HUT FLOORING REPLACEMENT	3,000
Athletics' Track Pavilion Complex	CCTV REPLACEMENT	20,000
Staff Yard and Changing Rooms	WINDOWS REPLACEMENT (BOTHY-HEATH EXTENSION)	6,000

Public Toilets and Store	ROLLER SHUTTERS OVERHAUL	2,000
Bandstand, Queens Park	LANDLORDS LIGHTING & POWER REWIRE	1,500
The Lodge, Kingswood Avenue	WINDOWS REPLACEMENT	20,000
Queen`s Park	BANDSTAND - FLOORING REPLACEMENT	6,000
One O'Clock Club Building	TOILET REFURBISHMENT	25,000
Adventure Playground Building	TOILET REFURBISHMENT	25,000
Athletics' Track Pavilion Complex	FIRST AID HUT EXTERNAL DECORATIONS	3,500
Athletics' Track Pavilion Complex	GARAGE STORE LIGHTING REPLACEMENT	1,500
Staff Yard Building Complex	TOILET REFUBISHMENT (STAFF BOTHY & OFFICES)	15,000
Athletics' Track Pavilion Complex	EXTERNAL DECORATIONS	7,000
Athletics' Track Pavilion Complex	FIRST AID HUT INTERNAL DECORATIONS	1,500
Staff Yard and Changing Rooms	EXTERNAL DECORATIONS	7,000
General	CORPORATE IMAGE BOARDS DECORATION	3,000
Staff Yard Building Complex	INTERNAL DECORATIONS	15,000
Athletics' Track Pavilion Complex	GARAGE STORE EXTERNAL DECORATIONS	2,000
Staff Yard and Changing Rooms	INTERNAL DECORATIONS	50,500
Staff Yard and Changing Rooms	INTERNAL DECORATIONS	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - BRICKWORK OVERHAUL & SURVEY	60,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - ENGINEER TO MONITOR TIMBER STRUCTURES	5,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - FENCING & RAILINGS OVERHAUL	25,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - HEALTH & SAFETY WORKS CONTINGENCY	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - PAVING OVERHAUL	25,000

Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - REPOINTING	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - SECTION 1 GROUND LEVEL WALKWAY OVERHAUL	30,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STAIRCASE OVERHAUL	30,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA - STRENGTHENING WORKS	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	PERGOLA SURVEY & STORES OVERHAUL	15,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	STORE - DECORATIONS TO BELVEDERE STRUCTURE ENTRANCE & LOBBY	5,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	TARMAC PATH TO BELVEDERE AREA SURVEY & OVERHAUL	75,000
Pergola Structure (Belvedere Structure and Store), Hill Garden Area	HILL GARDEN BOUNDARY WALL OVERHAUL	15,000
Kenwood Yard	SEWAGE PUMPING STATION REPLACEMENT	25,000
General	SURVEY - DRAINAGE	15,000
Public Toilets	WINDOWS REPLACEMENT	40,000
The Round House East Heath	EXTERNAL DECORATIONS	2,500
General	SIGNS REPLACEMENT	20,000
Hill Garden 'The Shelter'	INTERNAL DECORATIONS	3,500
	Total	£2,008,000

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Committee: Hampstead Heath, Highgate Wood & Queen's Park Committee	Date: 24 February 2021
Subject: Report of Action Taken	Public
Report of: Town Clerk	For Information
Report author: Leanne Murphy, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk under urgency or delegated authority in consultation with the Chairman and Deputy Chair since the last meeting of the Committee, in accordance with Standing Orders No. 41 (a) and (b).

Recommendation:

- That Members note the report.

Main Report

Urgency request: Departmental and Service Committee Budget Estimates 2021/22 [15.01.21]

1. A special meeting of the Hampstead Heath, Highgate Wood & Queen's Park Committee (HHHWQP) was held on 7 January 2021 to allow its Members the opportunity to review and approve the proposed 2021/22 budget in advance of its submission to the Finance Committee on 16 February 2021.
2. The Committee reviewed the proposed budget and Members voiced concerns about reducing the revenue budget when taken in combination with the impacts of a substantial reduction of the Cyclical Works Programme (CWP), a fivefold increase in footfall at its Open Spaces, and the expectation to achieve 12% savings in local risk when the current Covid-19 restrictions made revenue generation opportunities virtually impossible. In light of these concerns, Members approved recommendations (ii) and (iii) of the budget estimates report subject to a revision of the wording, and resolved that concerns about recommendation (i), the proposed 2021/22 revenue budget, should be drawn to the attention of the Resource Allocation Sub Committee (RASC). An urgent resolution was subsequently submitted to highlighting the position of the Committee.
3. At the RASC meeting on 11 January 2021, consideration was given to the concerns of the HHHWQP Committee. This resulted in a commitment to monitor the 2021/22 revenue budget and if during the financial year income losses due to the Covid-19 pandemic created unmanageable budget pressures, RASC could consider the overall settlement, whilst still expecting expenditure to be very carefully controlled (see Appendix 3).

4. The CWP will also be monitored during the financial year. Wear and tear as a result of the pandemic will be reviewed and any urgent health and safety items prioritised through discussions between the Superintendent and City Surveyors Department.
5. Following these clarifications, approval was sought and granted to the remaining recommendation in relation to the 2021/22 revenue budget.
6. This report was considered under urgency procedures in order that the HHHWQP Committee's budget could be approved in advance of its submission to the Finance Committee on 16 February 2021 and the Committee did not meet again until 24 February 2021.
7. Action taken: The Town Clerk, in consultation with the Chair and Deputy Chairman, agreed to:
 - approve the Hampstead Heath, Highgate Wood and Queens Park Committee's proposed revenue budget for 2021/22 as set out in the report for submission to Finance Committee; and
 - agree that minor amendments for 2020/21 and 2021/22 budgets arising during budget setting be delegated to the Chamberlain.

Conclusion

8. Background papers for Members are available from Leanne Murphy on the email address provided below.

Leanne Murphy

Town Clerk's Department

E: leanne.murphy@cityoflondon.gov.uk

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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