



Hampstead Heath Consultative Committee

Date: MONDAY, 17 APRIL 2023

Time: 5.30 pm

Venue: THE GREENWOOD CENTRE, 37 GREENWOOD PLACE, NW5 1LB

Members:

William Upton KC (Chairman)	Helen Payne, (Friends of Kenwood)
Ray Booth, (Barnet Mencap)	Harunur Rashid, (Black and Minority Ethnic Communities representative)
Nick Bradfield, (Dartmouth Park Conservation Area Advisory Committee)	Susan Rose, (Highgate Conservation Area Advisory Committee)
John Foley	Ellin Stein, (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)
Merlin Fox, (Heath Hands)	Richard Sumray, (London Council for Sport and Recreation)
Colin Gregory, (Hampstead Garden Suburb Residents' Association)	Jeff Waage, (Heath & Hampstead Society)
Michael Hammerson, (Highgate Society)	Steve Ripley, Ramblers Association
Dr Gaye Henson, (Marylebone Birdwatching Society)	David Walton, (Representative of Clubs using facilities on the Heath)
Simon Hunt, (Open Spaces Society)	John Weston, (Hampstead Conservation Area Advisory Committee)
Sharlene McGee, (Leonard Cheshire)	Simon Williams, (Vale of Health Society)

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Blair.Stringman@cityoflondon.gov.uk

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<https://www.youtube.com/@CityofLondonCorporation/streams>

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Ian Thomas
Town Clerk and Chief Executive

AGENDA

Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

- a) Draft minutes of Hampstead Heath Consultative Committee held on 16 January 2023 (Pages 5 - 10)

To agree the public minutes of the Hampstead Heath Consultative Committee meeting held on 16 January 2023.

- b) Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee

To note the public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 8 February 2023.
(To Follow)

4. **ASSISTANT DIRECTORS UPDATE**

Report of the Executive Director, Environment.

For Information
(Pages 11 - 24)

5. **HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**

To receive the public minutes of the Hampstead Heath Sports Advisory Forum meeting held on 4 April 2023.

For Information
(Pages 25 - 28)

6. **HIGH-LEVEL BUSINESS PLAN 2023/24**

Report of the Executive Director, Environment.

For Information
(Pages 29 - 38)

7. APPOINTMENT OF THE MEMBER OF THE LONDON NATURAL HISTORY SOCIETY TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

Report of the Town Clerk.

For Discussion
(Pages 39 - 40)

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

9. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

10. DATE OF NEXT MEETING - 19 JUNE 2023

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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 16 January 2023

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Guildhall on Monday, 16 January 2023 at 5.30 pm

Present

Members:

William Upton KC (Chairman)
Nick Bradfield
John Foley
Merlin Fox
Matthew Frith
Colin Gregory
Michael Hammerson
Dr Gaye Henson
Simon Hunt
Helen Payne
Susan Rose
Richard Sumray
Jeff Waage
Steve Ripley
David Walton
John Weston

Officers:

Richard Chamberlain	- City Surveyor's Department
Jonathan Meares	- Natural Environment Division
Declan Gallagher	- Natural Environment Division
Paul Maskell	- Natural Environment Division
Julie Fittock	- Natural Environment Division
Stefania Horne	- Natural Environment Division
Blair Stringman	- Town Clerk's Department

1. APOLOGIES

There were no apologies.

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

There were none.

3. MINUTES

3.1 Draft minutes of Hampstead Heath Consultative Committee held on 7 November 2022

RESOLVED – That the minutes of the Hampstead Heath Consultative Committee held on 7 November 2022 be approved as a correct record subject to the following amendments:

A Member (Dartmouth Park Conservation Area Advisory Committee) noted apologies were sent for the last meeting.

A Member (Heath & Hampstead Society) noted that the figure quoted under good news for learning and participation were for both Hampstead Heath and West Ham Park and it was requested that these figures for next year be separated.

MATTERS ARISING:

- It was noted that there had been no suggested change for the Heath Extension playground name but would be appropriate to record the contribution of Olivia from the Wild Wooders.
- The Assistant Director noted that work on a strategic framework for the Natural Environment is in preparation and would be taken to the Open Spaces and City Gardens Committee. The Assistant Director confirmed that this would consider the recently approved Target Operating Model and consider how partners work together and engage with each other. It was noted a report on the strategic development would come to the Committee later in the year.
- The Chairman noted that a timeline would be useful to have in future.

3.2 Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee

RESOLVED – That the draft minutes of the Hampstead Heath, Highgate and Queen's Park Committee be noted.

MATTERS ARISING:

- Concerning a discussion on energy price increases, the Assistant Director noted that the City of London Corporation had identified budgets to be transferred to various departments to consider any increase in energy costs and there was an expectation that a budget adjustment would be considered.

4. KENWOOD MASTERPLAN

The Committee received a presentation from English Heritage.

The Committee was informed that English Heritage was currently developing a masterplan for Kenwood. The plan would assess how Kenwood can best fulfil its potential as a cultural centre and a place of inspiration, relaxation, creativity and learning. This presents clear opportunities whilst the Natural environment strategic framework is developing, and the Assistant Director noted that she will work more closely with Curatorial Director at English Heritage in the next few months to make sure that the strategic developments between Hampstead Heath and Kenwood remains aligned.

The Chairman noted that historically Hampstead Heath and Kenwood were managed together, however, there was a role for joint working and supporting the work of each other.

In response to questions raised by Members, Anna Eavis, Curatorial Director, noted that English Heritage had reached out to many organisations and received engaged responses. Members were informed that English Heritage was keen for organisations to provide feedback once the document is shaped and would follow up with Members outside the Committee on collaborative working. The Director said it was important that Kenwood develop a sustainable financial model which enhanced the landscape and ensure that Kenwood was well equipped for any repairs if necessary. Members were informed that English Heritage was considering the environmental aspects of Kenwood on carbon reduction.

The Assistant Director welcomed the presentation and noted that moving forward it would be useful to have a timescale on the progression of the Kenwood Master Plan to better help feed into further discussion and collaborative working.

RESOLVED – That the presentation be noted by the Committee.

5. **SPORTS AND WELLBEING FORUM - DRAFT ACTION POINTS**

The Committee received a report of draft action points of the Hampstead Heath Sports & Wellbeing Forum.

A Member (London Council for Sport and Recreation), noted that a review of the Hampstead Heath Sports & Wellbeing Forum should be brought to a future meeting.

RESOLVED – That, the report be noted.

6. **ASSISTANT DIRECTORS UPDATE**

The Committee considered a report of the Executive Director, Environment, providing the Assistant Director's Update.

In response to questions raised by a Member (Hampstead Garden Suburb Residents' Association), the Assistant Director noted that the City of London Corporation was committed to the strategic priorities on climate change and action strategy. It was noted that consideration for strategy review was to ensure that nature recovery was considered a high priority.

In response to questions raised by a Member (Heath & Hampstead Society) the Assistant Director said the Target Operating Model was a way for the City of London Corporation to think about the ability to deliver on strategic priorities and considering how the division can work internally and externally with partners. The Chairman noted that information and updates would be provided as and when appropriate.

Athletic Track

A Member (London Council for Sport and Recreation), noted that part of the proposal that will also be part of the planning process with Camden was lighting. It was noted by the Committee that the recommendation was a raise in the height of the lights which would be more directional and will reduce the number of lighting columns and as such, this would reduce the span of the lighting. An additional option also noted was for the power of the lighting to be reduced in the evenings and only be increased for major events.

Swimming

The Committee was provided with an update on the Swimming Capital Project. It was noted that market uncertainty and cost increases were due to market conditions and inflationary issues countrywide. Members were informed that there was a lack of interest during the procurement process and as a result, another tender was run and the closing date was extended with 4 bids being received, however, at present the bids were above budget and contact had been made with contractors to agree processes going forward. It was noted that officers were working with the Chamberlain on pricing and discussions regarding additional funding streams were being explored. Members noted that work was ongoing to ensure a programme of construction can be carried out without impacting too much on the accessibility of the facilities.

RESOLVED – That, the report be noted.

7. FEES AND CHARGES 2023-24

The Committee received a report of the Executive Director, Environment concerning proposed fees and charges for a range of sports and services provided at Hampstead Heath for 2023-24.

The Committee noted that the report would be presented to the management Committee for decision. The Assistant Director noted that the increase was in line with benchmarking and based on cost recovery and to continue to facilitate participation, taking into account the rising costs of living.

RESOLVED – That, the report be noted.

8. APPOINTMENT OF THE MEMBER OF THE LONDON WILDLIFE TRUST

The Committee received a report of the Town Clerk.

RESOLVED – That, the Hampstead Heath Consultative Committee support that Matthew Frith, nominated by the London Wildlife Trust, be appointed as a Member of the Management Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

9. HEATH HANDS JANUARY UPDATE

The Committee received the draft action points of the Hampstead Heath Sports & Wellbeing Forum from November 2022.

RESOLVED – That, the report be noted.

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

Questions were raised as follows –

- In response to a query regarding the vacancy of sports Members, the Town Clerk noted that Under Schedule 4 of the London Government Reorganisation (Hampstead Heath) 1989 Order, consultation is not limited to the London Council for Sport and Recreation – it would be appropriate to consult any other bodies appearing to represent sporting interests as the City of London Corporation deems appropriate. The Clerk agreed to take this outside the Committee for consideration.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no urgent items.

12. DATE OF NEXT MEETING

The Committee noted the dates of the next meeting.

The meeting ended at 7.45pm

Chairman

Contact Officer: Blair Stringman
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Committee(s): Hampstead Heath Consultative Committee	Date(s): 17 April 2023
Subject: Assistant Directors 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?	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: Executive Director, Environment	For Discussion
Report author: Stefania Horne, Assistant Director	

Summary

This report provides Members with an update on matters relating to Hampstead Heath since January 2023.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Management Framework

1. The Natural Environment Division is consolidating its own strategic framework and a midterm review of the Hampstead Heath Management Strategy is planned during 2023/24. An annual plan for 2023/24 is attached in appendix 1.

Events

2. Preparations started for the organisation of key events such as the Affordable Art Fair that is planned for 10-14 May and the Night of the 10K personal Best which is planned for the 20 May.
3. In partnership with the London Borough of Barnet and the Heath & Hampstead Society, a family friendly event is being organised at Golders Hill Park to celebrate the Coronation of King Charles III. The event will take place on the Bank Holiday Monday, 8th May, between 1-9pm, and include a programme of music, and a special coronation light show.

4. Upcoming events include:
 - 2-3 May, Local Football competition Parliament Hill
 - 8 May, Coronation Family event
 - 10-14 May, Affordable art Fair (to be finalised)
 - 16 and 18 May, Local Tennis competition Parliament Hill
 - 20 May, Night of 10K Personal Best
 - 21 May, Hampstead 4 Heart walk - British Heart foundation

5. We are progressing with the appointment of a contractor who will help to run weddings at the Pergola and we are currently reviewing the premises licence application following an initial refusal from Camden Council.

Projects update

6. A project on a page summary has been prepared in relation to the Ponds improvement works (appendix 2), and the Athletics Track improvements (appendix 3).

7. The implementation of cricket improvement works funded by English Cricket Board is progressing well, tendering has been undertaken and a contractor appointed. Planning applications have been submitted to the London Boroughs of Barnet, Camden, and Haringey, and works on site will commence once planning has been agreed

Car Parking Enforcement

8. Officers are working with the Comptroller and City Surveyor to finalise the management arrangements for the new enforcement arrangements which will be implemented in spring 2023.

Partnership Working

9. Our Partnership with Heath Hands continues to be strong and an update on recent activities is included as part of the agenda pack. A three year partnership agreement between City of London and Heath Hands is due for renewal, in August 2023 and it is proposed to extend the agreement until April 2024 to align with the financial year.

10. This will also allow more time to work on the new priorities for the next three years, bearing in mind that both Heath Hands and Hampstead Heath strategic objectives have evolved in recent years and continue to develop in response to national priorities and local needs.

11. In partnership with Butterfly Conservations and their Big City Butterfly Project we will shortly be creating two new wildflower meadows. An area of approximately

400sq m. will be created on the Heath Extension on the 18th and 19th April. The Heath Extension site is linked to the climate action strategy and the relaxed mowing regime due to be implemented in 2023. Both sites should provide habitat for not only butterfly species but benefit a wide variety of other invertebrates.

Café tendering

12. Eight firms of external agents were approached to progress with the marketing for the tendering of the cafés and a preferred company was appointed.
13. The brief will include advice on likely rental value and a marketing strategy, taking in to account local needs.

Parliament Hill Masterplan

14. Work is progressing to take on board feedback from stakeholders on the vision for key priorities for Parliament Hill and create a masterplan that will help to focus on needed improvements for the area.
15. Next steps are focused on further feasibility work, with detailed drawing and visuals to inform a draft vision that will be shared with users with a planned engagement during the summer.

Nature Conservation

16. All the 33 Queen's Green Canopy Trees have been planted and have benefited from the plentiful rainfall over the last few weeks. A final ceremony to mark the completion of the tree planting is taking place on the 15 April which will coincide with the Hampstead Heath Consultative Committee Walk.
17. The Conservation Team have been busy coppicing hazel on the Heath Extension pond chain, and also managing gorse habitat on Pryors' Field. They have now started a series of works for the upcoming Reservoir Inspection on the 17 April.

Good News

18. HMRC has confirmed that the registration of the new account for Hampstead Heath for gift aid has been approved and we are now in the process of setting up a framework that will allow the collection of gift aid for our campaigns, working with Just Giving. We are aiming for the use of Gift aid to be available this spring and will inform Member once the scheme is up and running
19. The applications for Green Flag have been submitted. Judging will take place in April and results are expected in late summer.

20. New biodiversity boards have been prepared by the Heath and Hampstead Society in partnership with CoL and English Heritage. The boards will be focused on nature recovery and habitat management.

Corporate & Strategic Implications

21. 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: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environment
22. The projects and works outlined in this report contribute towards the 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

23. Donations are currently being sought for the following project:
 - Model Boating Pond Island - wildlife sanctuary (£50,000). The project includes works to install additional reed beds and protect the island at the Model Boating Pond. £6,303.00 has currently been raised towards this project.
24. Donations can be made via the City of London website: <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/donate-to-hampstead-heath>

Resource Implications

25. No impact.

Climate Implications

26. Included within the annual plan for 2023/24 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions. The Climate Action Strategy will be embedded into future strategies which are currently being drafted within the Natural Environment Division.

Legal Implications

27. No impact.

Risk Implications

28. Risks are monitored and recorded through the Departmental Risk Register.

Equality Implications

29. No impact.

Security Implications

30. Security implications are monitored and recorded through the Departmental Risk register.

Appendices

- Appendix 1 – Annual plan for 2023/24
- Appendix 2 – Project on a Page (Swimming Capital Project)
- Appendix 3 – Project on a Page (Athletics Track Capital Project)

Stefania Horne

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Nature Recovery & Heritage (Protect & Conserve the Heath)

Location	Details of Proposed Work: April 2023 - March 2024	Area of responsibility
QP, HH and WHP	Implement relaxed mowing regimes linking to the climate action strategy	Conservation & Local Team
HH	Implement Soil Survey Partnership Project	Tree team
QP	Improve the Woodland Walk at Queen's Park	Local Team
All Sites	Continue the Veteran Tree protection programme	Tree Team
HH	Continue to implement the Ponds and Wetlands Plan	Conservation & Local Teams
All Sites	Continue to manage invasive species	Tree team
HH, HW & QP	Embed the new tree management software	Tree Team
QP	Scope opportunities for sensory garden improvements at Queen's Park	Local Team
All Sites	Continue to work towards achieve the COL Climate Action Strategy, including exploring opportunities for recycling	Conservation & Local Teams
HH	Explore grazing opportunities at Hamstead Heath	Conservation
HH & QP	Work with Butterfly Conservation at Heath Extension and QP to increase biodiversity	Conservation & Local Team
All Sites	Identify other priority projects for habitat and species conservation according to annual plan	Conservation

Community Engagement & Sports (The Heath enriches our lives)


Location	Details of Proposed Work: April 2023 - March 2024	Area of responsibility
HH, HW & QP	Continue to work with Heath Hands and increase awareness through volunteering	Heath Hands
HH	Identify opportunities with partners to maximise the value of nature for health and well being	Conservation/Heath Hands
All Sites	Develop and deliver walks to encourage participation and wellbeing	Local Teams & Communications/Heath Hands
All Sites	Work in partnership with local friends groups and local charities etc. to support community events	Local Teams & Events
All Sites	Continue to develop the Corporate volunteering programme	Heath Hands & Local Teams
HH, HW	Implement the Cricket improvement projects	Local Teams
HH	Continue to review the Lido offer	Local Team & Development
All Sites	Review sport provision in line with a proposed new sport strategy	Local Team & Development
All Sites	Maximize opportunities for external funding	Development
All sites	Work together with the learning team to engage with schools and implement the learning programme	Learning team and local teams

Visitor (The Heath is welcoming and inclusive)




Location	Details of Proposed Work: April 2023 - March 2024	Area of responsibility
All Sites	Improve visitor usage data capture	Development
All Sites	Review of events programme and site specific policies	Events
HW	Implement the HW Roman Kiln project	Local Team & Heritage
All Sites	Continue to engage with visitors in relation to behaviors	Constabulary & Local Teams
GHP	Develop a visitor offer for the Zoo at GHP	Local Team & Communications
All Sites	Review of CRM and booking systems	Development

Infrastructure and Sustainability (Together we care for the Heath)

Location	Details of Proposed Work: April 2023 - March 2024	Area of responsibility
HH	Continue to develop the Parliament Hill Masterplan	Development & Local Team
HH	Mid-term review of the Hampstead Heath Management Strategy 2018-28	Development
HH, HW, QP	Regulate licensing on site	Constabulary and Communications
All Sites	Develop a funding raising plan for NLOS including sponsorships and donations	Development
HH	Implement the Ponds Safety, Access and Security project.	Swimming
HH	Review provision of Aerator for the Ponds	Conservation/Swimming
All Sites	Implement Ranger maintenance work programme	Operations & Local Teams
All Sites	Review Playground provision and implement improvements as identified	Development & Local Team
HH, HW & QP	Café retendering	City Surveyor
HH	Implement Athletics Track Resurfacing Project	Development & Local Team
All Sites	Review the memorial bench sponsorship scheme	Operations
All Sites	Develop beneficial relationships with Horticultural education providers	Operations
HW	Review Conservation Plan for Highgate Wood	Development & Local Team
QP	Review Conservation Plan for Queen's Park	Development & Local Team

SWIMMING - Access, Safety & Security	Outcome	Lead	Overall status
	Improved safety, access and security across the three Bathing Ponds.	Edwin Birch/Richard Chamberlain (C. Surveyors)	

Date of Report: 28 March 2023	Phase: Procurement
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Highlights	Next Steps	Metrics	Status
<ul style="list-style-type: none"> Gateway 5 formally approved on 28th February Procurement made the formal award to the chosen contractor on 1st March The start on site (SOS) date has been confirmed as 11th April with a Practical Completion (PC) date of 11th August. The programme is 18 weeks, with works commencing on the Ladies and Men's pond at the same time. Work on the Mixed Pond is not due to commence till week 8 (W/C 5th June), when the ladies pond works are due to complete. Aim is to keep ponds open during the majority of the works, this is continuously assessed. <p>Looking ahead:</p> <ul style="list-style-type: none"> Further meetings are being confirmed (contractor Kick off and meet the builder event). 	<p>Mobilisation and commencement of works 11th April 2023</p> <p>Project Completion – August 2023</p> <p>Gateway 6 – November 2023</p>	Budget	
		Schedule	
		Risk	

Risks and Issues	Reasons for RAG Status
<p>Key Risks</p> <ol style="list-style-type: none"> Planning conditions discharge Work sequence & access restrictions changes Construction Environmental Issues Project Programme overruns 	<ol style="list-style-type: none"> RAG status has been re-baselined following the Gateway 5 report Schedule is Amber as there is a risk, this could overrun if issues arise on site.

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PH Athletics Track Surface Reconstruction

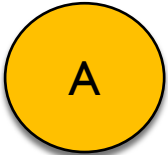
Outcome

Lead

Overall status

Undertake a full re-surfacing of the 8-lane Parliament Hill Athletics Track & associated infrastructure (i.e., LED floodlighting) to obtain UKA "TrackMark" certification.

Stefania Horne / Declan Gallagher (HH)



Date of Report: 31 March 2023

Phase: Final Design / Pricing

Highlights

- Track Surface Option 1: Non-porous Sandwich System approved.
- Floodlighting Option 1: 10 x 18m masts in new positions elected as preferred option (subject to planning).
- Main Contractor site investigations and surveys complete i.e., Topo, Core samples. Electrical testing and site inspection anticipated 19th April 2023.
- Design and specification with main contractor for design finalisation and pricing.
- Track engagement event – 24/03/23 – well received feedback from locals, track users and stakeholders generally.
- Due to submit planning application early April-23.

Next Steps

- Submit planning application
- Gateway 5 approval end April
- Commence on site early June

Metrics

Status

Budget



Schedule



Risk



Risks and Issues

Reasons for RAG Status

Key Risks/Issues:

1. Project Programme and Gateway Process timescales are very tight due to the seasonal nature of the works and scheduled events.
2. Unexpected cost increases (inflation) / unavailability of materials.
3. Unexpected fees / Surveys and or additional works following survey results.

1. Until we reach Gateway 5, overall risk is Amber.
2. Risk and Programme are Amber due to the tight programme and "weather window" for construction works, planning consent still to be obtained, and awaited survey results which may influence works required and sequencing.

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Hampstead Heath Sports & Wellbeing Forum

Tuesday 4 April 2023, 6.30pm

Parliament Hill Meeting Room

Attending		
Richard Sumray	RS	(Chair) Hampstead Heath Consultative Committee
Stefania Horne	SH	Assistant Director, Hampstead Heath
Debbie Bush	DB	Pro-Active Camden (PAC).
Mike Smith	MS	Men's Bathing Pond
Emma Rae	ER	Parliament Hill Fields Lido
Chris Piesold	CP	Licensed Activity - Winter Swimming Club
Sandy Nairne	SN	Licensed Activity - Croquet
John Carrier	JC	Target groups and underrepresented groups
Robert Gibbs	RG	Angling
Matthew Pearce	MP	Angling
Margaret Dickinson	MD	Mixed Bathing Pond
Rudolf Benjamin	RB	Tennis coaching
Beth Feresten	BF	Kenwood Ladies' Bathing Pond
Colin Houston	CH	Heath Hands
Paul Jeal	PJ	Officer from Hampstead Heath
Kate Radusin	KR	(Note taker) Officer from Hampstead Heath
Apologies		
William Upton	WU	Chair, Hampstead Heath Management Committee
Alderman Gregory Jones	GJ	Deputy Chairman Hampstead Heath Management Committee
David Walton	DW	Hampstead Heath Consultative Committee
Richard Caylor	RC	Bowls & Croquet
Dr Frankie Blackmore	FB	Target groups and underrepresented groups
Jane Myatt, GP	JM	Target groups and underrepresented groups
Cindy Galvin	CG	Trustee representing Heath Hands
Marc Hutchinson	MH	Licensed Activity - Winter Swimming Club
Mike Sands	MSa	Mixed Bathing Pond
Joseph Lowe	JL	Athletics
Karin Oleinikova	KO	Heath Hands
Karen Smith	KS	Parliament Hill Fields Lido
Anandi Shah	AS	Licensed Activity - ParkRun
Ella Mitchell	EM	Rugby
Ray Booth	RB	Mental Health
Paul Maskell	PM	Officer from Hampstead Heath
Declan Gallagher	DG	Officer from Hampstead Heath

Meeting Action Points & notes

Outstanding Actions from the last meeting (15.12.2022) & matters arising

N/A

Update from City of London

Swimming Capital Project – Works are due to commence on site from 11th April. The first week will be setting up at the Men's and Ladies' bathing pond. The works at the Men's Bathing Pond will be taking place behind the swimming area. Where possible, swimming provision will be maintained throughout the period of works on site. The opening hours of the Lido have also been extended to enable pond swimmers to use the facility.

ACTION – PJ - Arrange a meet the contractors session.

Athletics Track Capital Project - Contractor has been appointed. A design has been shared and discussed with stakeholders and track users. Planning permission will be submitted shortly. An engagement event was held on 24th March, and positive feedback was received from those who attended. Works will start following the Night of 10,000m event. Officers are working with schools to make alternative arrangements for impacted sports day bookings. Expecting works to be completed by mid-October.

Parliament Hill Masterplan

Proposals are at the feasibility stage. The design will be updated further to take account of utility pipes and a wider engagement will follow during the summer. Sustainable urban drainage is included within the proposals, which will improve the local sports pitches.

ACTION - Updated proposals will be presented at the next meeting in June.

DB provided an update in relation to the football foundation play zone project, which is providing funding to redevelop existing on multi use games areas (MUGAS). A bid is being developed for numerous MUGAS within Camden with the aim to encouraging access for priority groups. Bid submission will be between October - December 2023 with feedback on funding early 2024. **ACTION – DB/PM/SH to discuss. ACTION -DB to circulate details of 2nd May workshop to SH and PM. ACTION – Extend workshop invite to Head of the COL Learning Team.**

Natural Environment Sports Strategy

Presentation from SH. COL is developing a square mile centric strategy (focusing on residents and City visitors) and to sit alongside this, the Natural Environment Division (previously the

Open Spaces Department) is developing a strategy which will focus on the outdoor sports opportunities and facilities across the open spaces (including Epping Forest and West Ham Park).

The Strategy will link local and national focuses and will set out opportunities to improve data capture and understanding of our users (to potentially identify new users).

It was suggested that 'Balance' be replaced with protecting/maintaining/conserving.

SN could stress more mental aspect (mindfulness) as well as the physical. Local clubs are very happy to support data gather in relation to user data.

ER noted a number of groups who use the Lido, including mother and baby groups and suggested that a questionnaire could be used to gather a better insight on the use of the facilities.

MS noted there was a group who currently use Kentish town swimming pool and suggested they be invited to swim at the bathing ponds once the access works had been completed.

ACTION – All reps to provide a short summary of their sports/facilities in terms of the range of use to SH.

CH Heath Hands have been working very closely with GPs and Social prescribing health connectors. Chaperoning services are available and the lifeguards have been very supportive of outdoor swimming tasters.

Information is available on the website. <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/hampstead-heath-accessibility>

MD suggested that activity be included as well as sport. Activity tends to be lower costs to be involved in. SH clarified that the strategy will be high level and the health and well being angle will be considered focusing on the sport facilities.

SH outlined the next steps. An update will be provided at the next forum. Stronger partnership with the local authorities are important and more discussions are needed.

ACTION– SH/DB meet to discuss the strategy.

Update from Clubs –

Lido sought an update in relation to cycle parking and car parking charges. The idea of a second sauna was suggested for the coming winter.

Men's Bathing Pond – a Breakfast morning event for Mixed and Ladies' Pond swimmers will be held on Saturday 15th April at the men's bathing pond.

Tennis - coaching sessions are 95% full already, after only a few days of booking.

Camden – Currently focusing on comms and providing details of low cost and free activities and sports. **ACTION – if Clubs have sessions available to target groups please get in touch**

with DB. Talacre sports centre has recently secured £3m funding for redevelopment of the facility.

Croquet – the new season will start on 15 April. Open sessions will continue on Sunday mornings to encourage new members. The club will be taking part in GIAG.

Bowls – maintenance of the green has been impacted by bad weather. Season will be starting on 15 April. Full fixture list already.

Winter swimming Club – the club remains popular. The last season was incident free.

Angling – close season ends on 15 June. Tuition sessions for schools will be starting after that. Have applied for a grant to the EA to fund platforms. Need a strategy of how to maintain this. **ACTION – Site meeting with anglers to discuss ahead of the season/ and the access works.**

Heath Hands – the group has taken over the running of Monday morning health walks, 35-40 people take part regularly. 4 years of funding have been secure from TFL to support. Short and a long walk available and a Wednesday walk will be added to the programme soon.

Ladies' Bathing Pond – an equinox event was recently held. Further social events are being considered.

SH confirmed that the 2023/24 fees & Charges had been increased by 5% (below inflation). Fees and charge will continue to be reviewed. This will be picked up at the next meeting.

Agenda Item 6

Committee: Hampstead Heath Consultative Committee	Date: 17 April 2023
Subject: High-Level Business Plan 2023/24 – Environment Department	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 5, 6, 11, 12
Does this proposal require extra revenue and/or capital spending?	N
Report of: Juliemma McLoughlin, Executive Director Environment	For information
Report author: Joanne Hill, Environment Department	

Summary

This report presents to your Committee, for information, the high-level Business Plan 2023/24 for the Natural Environment Division of the Environment Department. This high-level Plan is not specific to Hampstead Heath, but instead provides a strategic overview of the key areas of work that will be undertaken during 2023/24 across the whole of the Natural Environment Division and the City Gardens Service. The plan forms the link between the City of London’s Corporate Plan and the detailed Hampstead Heath Management Plan.

Recommendation

- The Hampstead Heath Consultative Committee is asked to note this report.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, two-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans as being brief, concise, focused and consistent statements of the key ambitions and objectives for each department.
2. For 2023/24, the high-level Business Plan has further evolved to add more narrative and improve readability. The Business Plan now incorporates TOM departmental structure changes. As a high-level plan, this document does not capture the granularity of departmental work but gives the strategic overview of departmental activity, trends where applicable and direction of travel.
3. This high-level Business Plan is the link between the City of London’s Corporate Plan and the detailed local management plans of each service area. The Hampstead Heath Management Plan is presented to your Committee separately.

Environment Department high-level Business Plan 2023/24

4. This report presents, at Appendix 1, the high-level Business Plan for 2023/24 for the Natural Environment Division and the City Gardens Service of the Environment Department.

5. This high-level plan includes the key areas of work that will be undertaken during 2023/24, all of which are focused on the need to continue to deliver quality services in an efficient and compliant manner, and sets out how we plan to develop our capabilities in order to achieve our goals.
6. The plan also shows how the work of the Division supports the delivery of the Corporate Plan and other key City of London policies, programmes and strategies, as well as the strategies of the Natural Environment Division.
7. The plan was developed through consultation with the department's Senior Leadership Team, Assistant Directors and colleagues from across the wider City Corporation. The involvement of colleagues from Town Clerk's Department, and the Chamberlain's Department has been instrumental in refining deliverables and priorities.
8. Throughout the year, the Environment Department reports to Committees on progress made against the workstreams and performance indicators set out in its Business Plan. Updates on key business risks are also reported on a regular basis. This gives Members the opportunity to scrutinise the department's progress towards achieving its objectives.
9. Members have further opportunity to scrutinise departmental performance through the Bilateral process, which most recently occurred in autumn 2022. In addition, the Audit and Risk Management Committee scrutinise the risk management process and ensure top risks are reviewed through regular risk updates and deep dives of corporate risks.

Corporate & Strategic Implications - The Corporate Plan outcomes we have a direct impact upon are listed in the Business Plan. The Plan also shows other key City of London strategies we are helping to deliver. Officers will actively engage with colleagues in the Corporate Strategy and Performance Team as they develop the new Corporate Plan.

Financial implications - The high-level Business Plan has been produced in liaison with Chamberlain's Department and takes into consideration opportunities to reduce expenditure and increase income in order to make necessary savings.

Public sector equality duty (PSED) - The Department has established an Equality, Diversity and Inclusion (EDI) Working Group which is working on an EDI Action Plan. Members of the group will lead on a range of EDI actions, including those set out in the Business Plan, to ensure compliance with the PSED across the department.

Resourcing implications - Any changes to resources will be brought to the relevant Committee(s).

Conclusion

This report presents the draft high-level Business Plan for 2023/24 for the Environment Department's Natural Environment Division and City Gardens Service for Members to note.

Appendices

Appendix 1 – Draft Environment Department high-level Business Plan 2023/24

Joanne Hill

Business Planning & Compliance Manager, Environment Department
joanne.hill@cityoflondon.gov.uk

The Environment Department

Shaping sustainable future environments

The Environment Department is the largest in the organisation and provides a diverse range of services to London and the South East.

Within the ‘square mile’ we deliver many local authority and regulatory functions including planning and development; building control; highways and transportation; cleansing and waste; environmental health, licensing and trading standards.

Further afield, we manage over 4,500 hectares of green spaces; run the City of London Cemetery and Crematorium; operate the Heathrow Animal Reception Centre; provide animal health services London-wide; and, as the London Port Health Authority, undertake controls on imported food and feed through London’s ports. The Department’s aims, activities and vision are presented.

Due to the complexity and scope of the department, three separate High-Level Business Plans have been produced to reflect our three key Committee ‘clusters’. This plan covers the Natural Environment Division and City Gardens.



Natural Environment Division and City Gardens

Looking back: some of our achievements in 2022/23...

- The **new Environment Department** came into existence on 1 April 2022, bringing together two and a half former departments. The initial structures defined under the new Target Operating Model (TOM) were implemented and Phase Two of the TOM process was undertaken to define the **new structure of the Natural Environment Division**.
- The Senior Leadership Team began to embed **consistent working practices** across the new department and identify synergies and opportunities for collaboration and partnership working.
- The **Natural Environment Charity Review** commenced to review and amend, as appropriate, the governance structure and the financial model.
- All service areas continued to work in partnership with internal and external partners to **deliver excellent services**.
- Teams responded quickly and effectively to the effects of the **heat wave and drought**, dealing with challenges such as fires and hosepipe bans by adapting working practices and invoking contingency plans.
- All sites maintained their **Green Heritage Accreditation and Green Flag** awards and several won London In Bloom Awards.
- The **Queen's Green Canopy** initiative was supported and promoted with several tree planting events held across the green spaces. Burnham Beeches, Ashted Common and Epping Forest were chosen as part of a nationwide network of 70 ancient woodlands. The black mulberry tree at Keats House was designated as one of 70 ancient trees.
- £2m capital investment was secured for the resurfacing of the **Parliament Hill Athletics Track** at Hampstead Heath.
- Three **Playgrounds** (West Ham Park, East Heath on Hampstead Heath, and the Heath Extension) were refurbished. A local fundraising campaign raised £40,000 towards the Heath Extension Playground refurbishment.
- A new **Customer Relationship Management (CRM) software system** was implemented at Epping Forest to enable efficient and compliant handling of contact data, work requests, fundraising and other customer contacts.
- Epping Forest saw completion of safety work on the **Birch Hall Park small raised reservoir** and the launch of the new **'Golden Trail'** at Golding's Hill Pond in the ancient woodland at Loughton.
- Staff from Burnham Beeches, Ashted Common and Hampstead Heath undertook a study tour to the Basque Country in Spain and participated in a conference. Recognised as **industry experts**, they discussed and gave presentations on tree pollarding and the restoration of ancient trees.
- The **learning programme** achieved a return to pre-pandemic school participant numbers and met its targets for the number of participants in play centre activities at Hampstead Heath.
- The City Gardens Team played a **key role in the City's delivery of events** following the passing of HM The Queen, dealing with floral tributes as well as marshalling crowds at the service of commemoration at St Paul's Cathedral and the Proclamation of the King outside the Royal Exchange.

How we plan to develop our capabilities in 2023/24

1. Implement the **new divisional structure** defined by the TOM process.
2. Implement the four sections of the **Natural Environment Charity Review** to ensure each charity is fit for the future in terms of governance, finance, resources and strategy.
3. Develop our **people**, creating aspirational roles with genuine career progression and job satisfaction that retain and attract **talent**.
4. Invest in individuals' **professional and personal development** and build a sustainable, inclusive, resilient and agile workforce.
5. Embed **collaborative working** across teams, divisions and the wider department to share knowledge, expertise and experience.
6. Develop effective, collaborative, **business partner relationships** particularly with the HR, City Surveyor's, and Comptroller and City Solicitor's departments and with the Corporate Charity Review Group.
7. Review existing working practices and procedures to ensure **effective and efficient service delivery**.
8. Develop our use of **information** to support delivery of services that are intelligence led, data-driven and evidence based.
9. Strengthen **Partnerships**, including stronger links with third sector, businesses, community groups and local and national governing bodies (NGBs).
10. Address significant budget pressures; seek **external funding**.

Our major workstreams in 2023/24 will be...

- Refine the elements of the **Natural Environment Charity Review** for approval, working with the Comptroller and City Solicitor and the Corporate Charity Review Group to ensure each charity is fit for purpose. As part of the review, deliver **Charity Training for Members**.
- Embed the transformation plans for Phase Two of the **Target Operating Model**.
- Ensure the safety of our buildings and assets by collaborating with City Surveyor’s Department on the **Operational Property Review** to prioritise and carry out essential repairs and maintenance.
- Further develop, and commence implementation of, the six **Natural Environment strategies** in line with Corporate strategies.
- Continue to provide **learning programmes** for schools and for children with special educational needs which build wellbeing and nature connection.
- Develop **income generating activities** and continue to investigate further opportunities for funding.
- Continue to progress the **Carbon Removals** project.
- Review **digitalisation of services** to achieve efficiency gains.
- Develop a **Gift Aid** system for the Natural Environment charities.
- Support the development of volunteer skills, networks and confidence, and improve **volunteer wellbeing**.
- Work with local partners on the inclusion of Burnham Beeches and Stoke Common within an extended Chilterns **Area of Outstanding Natural Beauty** (AONB) and The Coulsdon Commons within an extended Surrey Hills AONB.
- Continue to work closely with stakeholders on the Burnham Beeches landscape scale **habitat management programme**.
- The Burnham Beeches Team will work with Buckinghamshire Borough Council to deliver the agreed **Strategic Access Management and Monitoring program**; and with Slough Borough Council to deliver **Section 106** agreements.
- At Epping Forest, undertake a review of the **Byelaws** and complete the **Countryside Stewardship Scheme** application for remaining Forest Buffer Lands and Wanstead Park.
- The City Gardens Team will deliver the Biodiversity Action Plan; deliver improvement schemes along **biodiversity routes** as part of the Climate Adaptation Strategy; develop a **Climate-resilient planting** catalogue; and deliver a **street tree development programme** under the Woodland Creation Accelerator Fund.
- Replace the City Gardens Team’s existing diesel fleet with fully **electric vehicles**.

How we will measure our performance

Key Performance Indicators	2023-24 Target
Green Heritage Accreditation	Retain 13
Green Flag Awards	Retain 14
Volunteer work hours	Increase
Number of Ranger days spent interacting with visitors in Burnham Beeches with regards to SAMM commitments and s106 agreements	>100 days by year end
Number of visitors to The Queen Elizabeth’s Hunting Lodge and the Temple at Epping Forest	Increase
Number of visitors to Keats House	Increase
Number of visits recorded at the Bathing Ponds and Lido at Hampstead Heath	Increase
Self-reported perception of wellbeing by Learning Programme participants	Sustain/increase
Progress toward achieving net zero (carbon) (improvement against baseline)	Increase
Health & Safety investigations completed within 21 days (corporate target)	85%

Our strategic commitments

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

Contribute to a flourishing society

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

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.

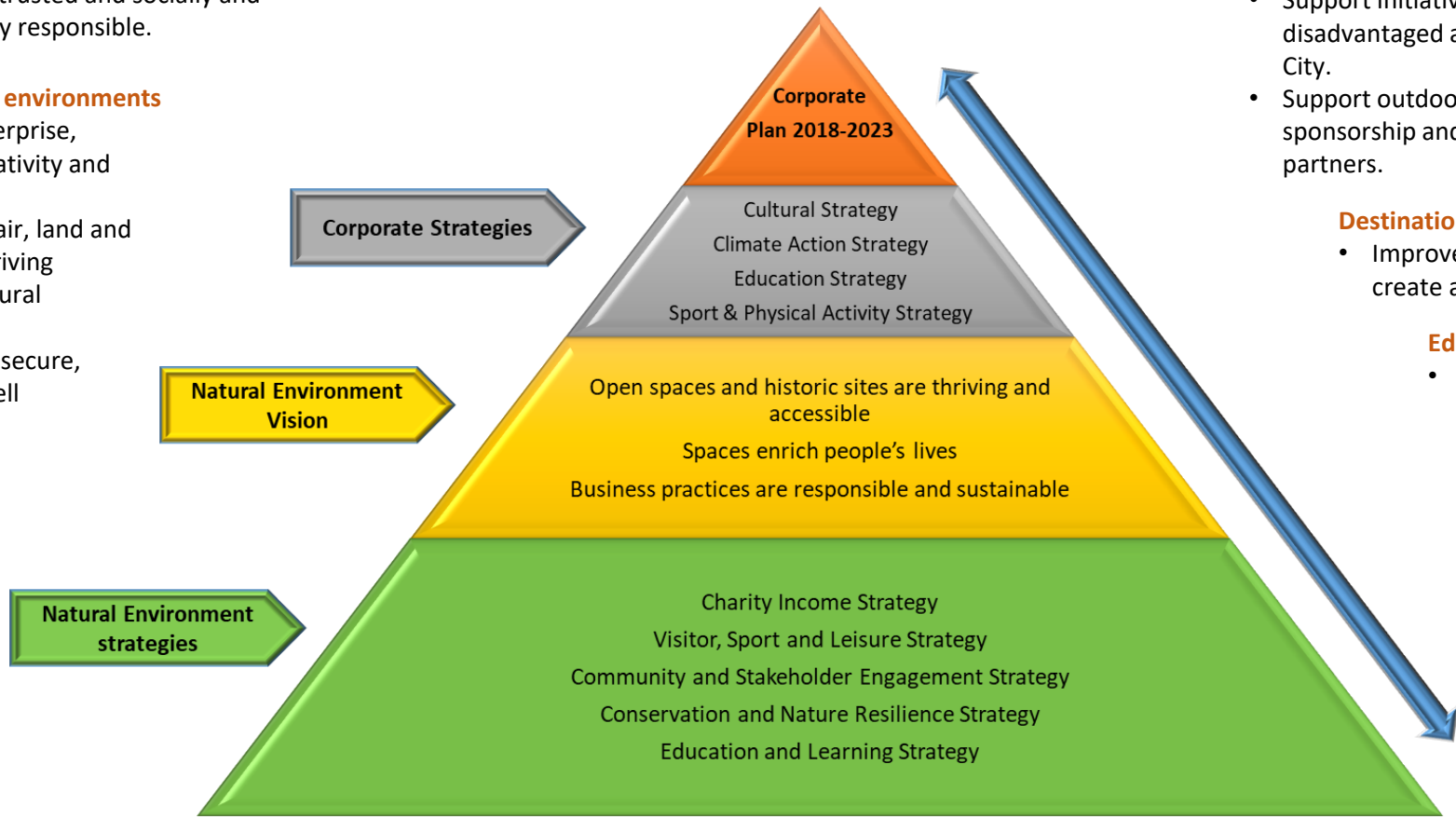
Shape outstanding environments

10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clear air, land and water and a thriving sustainable natural environment.
12. Our spaces are secure, resilient and well maintained.

Natural Environment Strategies

Several strategies for the Natural Environment Division are being developed, subject to Committee approval. When approved, these strategies will support the aims and objectives of the Corporate Plan, other Corporate strategies and policies, as well as the Charity Objects and the Environment Department's vision and aims.

The diagram below illustrates how the elements will support and link with one another.



The key Corporate strategies we support are...

Climate Action Strategy

- Enhance carbon removal in our open spaces.
- Advocate the importance of green spaces and urban greening as natural carbon sinks, and their contribution to biodiversity and overall wellbeing.
- Deliver further climate resilient planting schemes in City Gardens.

Cultural Strategy

- Develop, enhance and animate open and green spaces.
- Support initiatives that encourage London schools, especially in disadvantaged areas, to engage with the cultural life of the City.
- Support outdoor programmes to grow, and actively encourage sponsorship and participation from neighbouring commercial partners.

Destination City

- Improve the quality of green spaces in the City to create a more attractive and welcoming public realm.

Education Strategy

- Contribute to delivering the strategy actions, particularly under the aim to: *Ensure that the Square Mile's outstanding cultural, historical and open spaces resources enrich the creative experience of London's learners.*

Sport & Physical Activity Strategy

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

Risk Management

Our business risks are managed in accordance with the Corporate Risk Management Framework and, where applicable, with the Charities Act 2011. Risks are routinely reviewed and updated by management teams in consultation with risk owners. Committees receive regular updates on the risks held by the charities/services within their remit to provide them with necessary assurance that risks are being managed and mitigated effectively, and to enable Members to fulfil their oversight and scrutiny role.

During 2022/23 an initial review of all risks was carried out to improve consistency, align risks with the new departmental structure, and create a separate risk register for each Natural Environment charity. A further detailed review, rationalisation and quality assurance exercise will be undertaken in 2023/24 to ensure all risks are identified, written, managed and mitigated consistently and compliantly across the department.

The matrix below shows the business risk profile of the Natural Environment Division and the City Gardens Team. Appropriate mitigating actions are in place for all risks. These details were correct at January 2023 but are subject to continual review and change.

		Impact			
		Minor	Serious	Major	Extreme
Likelihood	Likely		23	22	
	Possible	1	11	21	5
	Unlikely		6	29	
	Rare				

Natural Environment and City Gardens business risk profile – January 2023

Stakeholder engagement

We have a wide range of stakeholders and delivery partners (including, but not limited to the key ones listed here) and will ensure we continue to communicate with them appropriately.

Our staff	Diocese of London
Volunteers	St Paul’s Cathedral
Members of the public	Third sector organisations and NGBs
Committee Members	The emergency services
Charity Trustees	Charity Commission
Local residents	Regulators
Local businesses	Historic England
Other CoL departments	Natural England
Contractors	Defra
Developers	GLA
Neighbouring boroughs	

Operational Property requirements

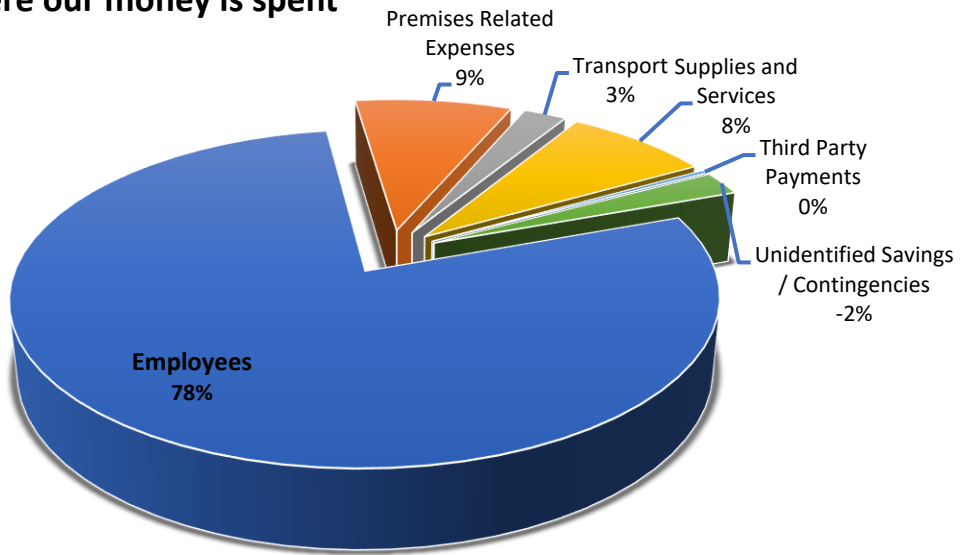
The Environment Department’s 850 staff are based across 25 sites throughout London and the south-east. We hold approximately 400 physical assets, almost 300 of which are at our Natural Environment sites.

As part of the Corporation’s Operational Property Review Programme, the Environment Department is undertaking a critical review of all its physical assets, including identifying ownership. A Departmental ‘Task and Finish’ group will be established early in 2023/24 to undertake this project. The initial stage of the project will be to identify the resources required to undertake a full analysis and in-depth review of all physical assets held by the department, including baselining operational requirements, financial position and state of repair.

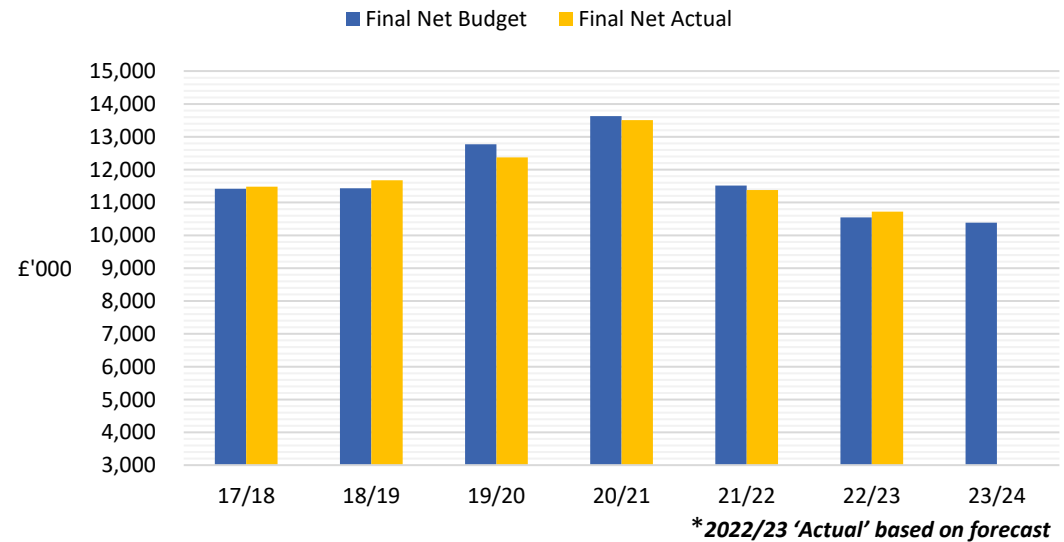
Following this, we will work with the City Surveyor’s Department to establish a detailed project plan and realistic timeline. An update on the status of the assets relevant to this Committee will be reported, including any that are identified as surplus to requirements.

Our financial information

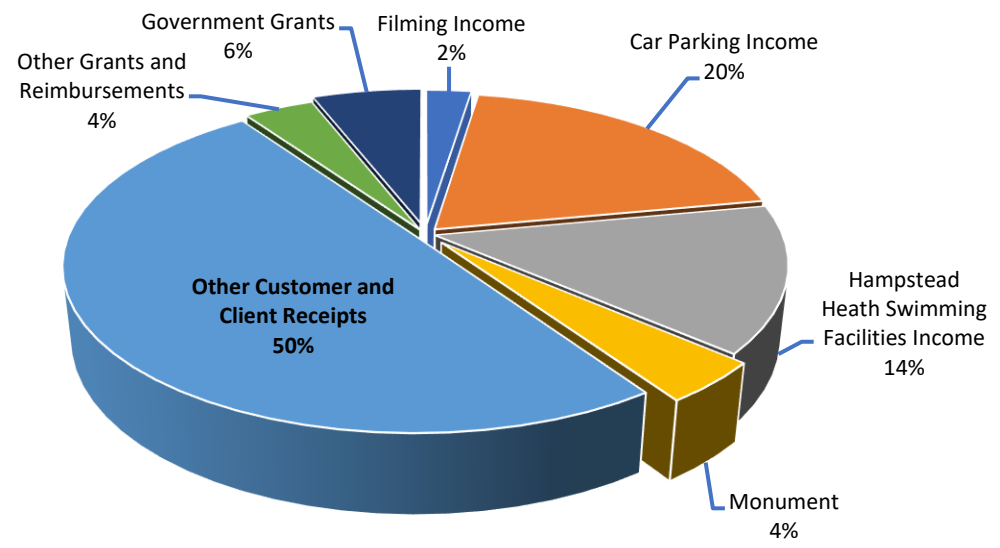
Where our money is spent



Budget vs Actual

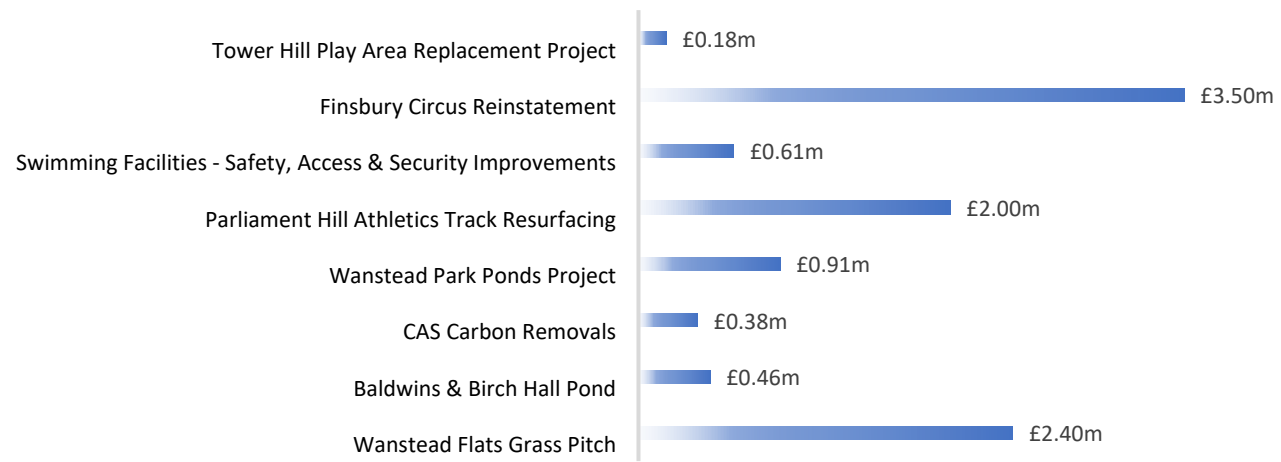


Where our money comes from



Capital Projects - 2023/24 forecast

Total estimated spend is £10.44m



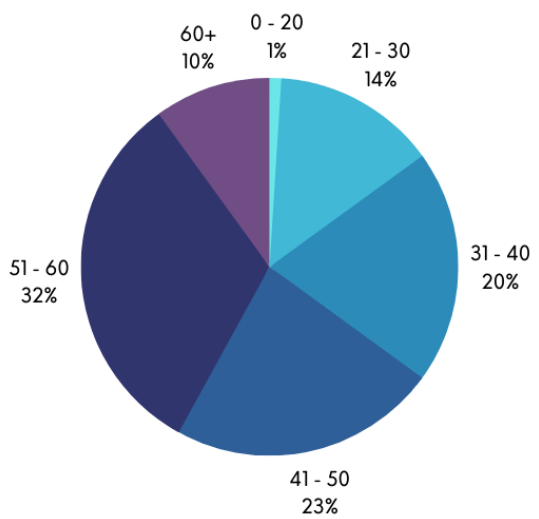
As a new department Equality, Diversity and Inclusion will be a key piece of work, and will include:

- ➔ Undertaking an audit on EDI across the new department
- ➔ Increased training and development for staff
- ➔ Encouraging staff to complete 'sensitive' HR information
- ➔ Looking at recruitment practices to expand staff diversity
- ➔ Encouraging staff to join and participate in staff networks

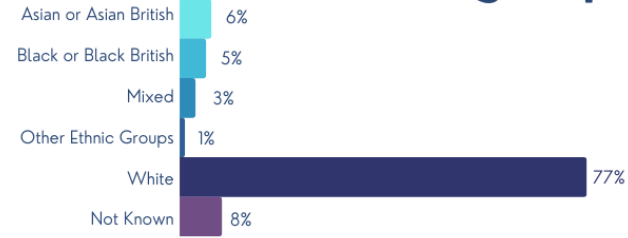
Gender



Age range



Ethnic group



*N.B. The information on this page relates to the whole of the Environment Department, not just to the services covered by the rest of this Business Plan. All data correct at time of most recent staff survey.

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Committee: Hampstead Heath Consultative Committee – For Discussion Hampstead Heath Highgate Wood & Queen’s Park Committee – For Decision	Dated: 17 April 2023 17 May 2023
Subject: Appointment of the Member of the London Natural History Society to the Hampstead Heath Consultative Committee.	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: Blair Stringman, Town Clerk’s Department	

Summary

Approval is sought for the appointment of a new external Member of the Hampstead Heath Consultative Committee, nominated by the London Natural History Society, to represent ecological interests.

Recommendations

It is recommended:

- a) That Liz Andrew, nominated by the London Natural History Society, be appointed as a Member of the Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

Main Report

Background

1. A person nominated by the London Wildlife Trust has been a Member of the Consultative Committee for many years. The Member has since been nominated and approved to sit on the Management Committee and as such a vacancy came into existence on the Consultative Committee.

Current Position

2. Under schedule 4 of The London Government Reorganisation (Hampstead Heath) Order 1989, five Members shall be appointed after consultation with the Flora and Fauna Preservation Society, the London Wildlife Trust, the Marylebone

Birdwatching Society, the Open Spaces Society, the Ramblers' Association, and such other bodies appearing to the City to represent ecological interests as it considers appropriate.

3. Following conversations with the Natural Environment Department, it was recommended that the London Natural History Society would be a suitable alternative body to nominate a Member of the Consultative Committee, representing similar ecological interests. Subsequent discussions have taken place with Liz Andrew, and she has indicated she is willing to take on the role if this meets with approval.
4. Given that under the 1989 Order the Consultative Committee is also required to represent a variety of local, ecological, environmental and sporting interests, including five Members to be appointed after consultation with ecological groups, this is considered to be a sufficient level of consultation.
5. There is a statutory framework for the appointment of external Members and the terms of reference delegate authority to the Management Committee to exercise all of the City Corporation's powers and duties relating to Hampstead Heath.

Proposal

6. Following consultation with the Hampstead Heath Consultative Committee, that Liz Andrew, nominated by the London Natural History Society, be appointed as a Member of the Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

Corporate & Strategic Implications –

Financial implications – None.

Resource implications – None.

Legal implications – Contained within the body of this report.

Risk implications – None.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Blair Stringman

Governance Officer

Town Clerk's Department

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