

CPIC Briefing Note - 14 February 2022

Parks and Green Spaces

Concession Opportunities – Catering and Food

1. Introduction

- 1.1 The Council is responsible for developing, managing and maintaining 58 parks and green spaces across the Borough totalling approximately 282 hectares, ranging from major parks and green spaces such as Hackney Marshes, London Fields and Clissold Park to small gardens such as Hoxton Square and Church Street Gardens.
- 1.2 A number of the Borough's parks and green spaces (and the buildings within them) could accommodate a financially viable temporary or permanent concession to generate income for the Council and provide an enhanced service to residents / users.
- 1.3 This briefing note sets out where catering / food concession opportunities may exist and what approach is proposed to procure operators for them.
- 1.4 Given the nature of concession opportunities in parks and green spaces, their procurement is not a matter for CPIC under its Terms of Reference. However, the Chair has requested a briefing note be brought to the Committee for awareness only.

2. Background

- 2.1 A concession is a legal agreement which allows an external organisation to promote and sell goods and services on one of the Council's sites. Almost anything can be a concession, such as:
 - Boat hire
 - Cafes / restaurants
 - Cycle hire
 - Deckchair hire
 - Ice cream vans
 - Mini golf
 - Mobile caterers
 - Sports equipment hire
 - Vending machines
- 2.2 Ideas for concessions can come from the site itself or from proposals by external organisations. Concessions should enhance visitors' experience of the site and not detract from it. Concessions frequently boost the appeal of a site and encourage new and repeat visitors.
- 2.3 There are many ways a concession can generate income. The concession holder can be charged a fixed ground rent for using space on a site; they can pay a proportion of total sales or a combination of the two.
- 2.4 To achieve value for money it is beneficial to invite organisations to run a concession through an open tender process. This is a useful way of identifying the organisations who want to deliver the concession along with the quality and price they are proposing.

2.5 The length of leases to run the concession also needs to be considered. Short-term leases would allow the Council to change lease holders if the concession is not being run as we would like. However, short-term leases are also less attractive to organisations, often limit investment and are significantly more work to administer. It is therefore likely that most (but not all) concession opportunities will be offered for 3-5 years (with the option, at the Council's sole discretion, to extend for a further 2 years).

3. Parks and Green Spaces – Catering Concession Opportunities

3.1 There are a number of sites / buildings in parks and green spaces that could potentially accommodate a financially viable temporary or permanent catering concession to generate income and provide an enhanced service to users. Some of the permanent opportunities may require some initial investment from the Council (which is already budgeted for) but could generate an income going forward.

3.2 The sites being considered for new **permanent catering concessions** are set out in Appendix 1 to this report, although ultimately the market will determine what is attractive / viable via a tendering exercise.

3.3 The sites being considered for new **temporary catering concessions** (ice cream, market or street trading) are set out in Appendix 2 to this report.

4. Procurement of Concession Opportunities

4.1 Unlike the market or street trading opportunities (that will be delivered in partnership with the Markets Service through their normal channels if it is considered the opportunity / site is viable), all permanent concession opportunities and ice cream concessions in parks and green spaces will be subject to an open tender process that is advertised in line with the Council's standing orders. The opportunities would also be promoted via existing databases of people that have expressed an interest, Hackney business networks and other community networks.

4.2 To achieve the above it is proposed that a number of separate but linked tendering processes are undertaken as follows in a phased way (as set out above and subject to Officer resource):

(a) Ice Cream Concession Tender (one tender with separate lots for each site); and

(b) Permanent Catering Tender (individual tender process for each site).

4.3 Prior to each tendering process taking place an Invitation to Tender (ITT) would be developed and agreed - each ITT would reflect the scale of each tendering opportunity. The ITT would comply with the Council's Sustainable Procurement Strategy, and ensure that bidders consider the environmental, economic and social impact of their operation. The Parks and Green Spaces Service will work with the Council's Public Health Team, Sustainability Team and Workforce Development Team to develop the tender documents. Kiosk operators will not be permitted to use single use plastic, and will be expected to outline how they will:

- minimise their waste
- maximise the use of reusable and biodegradable packaging
- maximise recycling (if reusable containers are not an option)
- minimise food miles and procure locally as much as possible

- reduce energy use and minimise their carbon footprint
- follow Hackney's healthy eating guidelines
- pay the London Living Wage.

4.4 Given the very small size of most of the kiosks, the majority of tenders will be received from small, local businesses. Opportunities for apprenticeships will be limited given the size of the operations, but companies will be asked what scope there is for providing work experience, training and employment to local people. It is anticipated that this approach is likely to be supported by the variety of Parks Users Groups.

4.5 It should also be noted that most (if not all) of the permanent catering opportunities are likely to be subject to local planning permissions; either for change of use or new development where necessary.

5. Conclusion

5.1 With the increasing popularity of the Borough's parks and green spaces a number of them could accommodate a financially viable temporary or permanent concession to generate income for the Council and provide an enhanced service to residents / users.

Appendix 1 - Permanent Catering Concessions

Site	Concession Opportunity	Tender Phase
Abney Park	Develop a permanent café offer as part of the NLHF refurbishment of the site	Phase 1 (2022/23)
Clissold Park - Pump House	A small kiosk in Pump House - either catering or other small business opportunity	Phase 1 (2022/23)
De Beauvoir Square	Develop a permanent café offer in the old Park Keepers Hut	Phase 2 (2023/24)
Fairchild's Garden	Develop a permanent café (utilising a container) as part of wider site refurbishment proposals	Phase 1 (2022/23)*
Hackney Downs	Develop a permanent café offer in the Pavilion	Phase 2 (2023/24)
Haggerston Park	Develop a permanent café offer in the old Park Keepers Hut	Phase 1 (2022/23)
Hoxton Square	Develop a permanent café offer in the old Park Keepers Hut	Phase 2 (2023/24)
Millfields Park	Develop a permanent café offer in a redundant area of the toilet block	Phase 2 (2023/24)

*Subject to refurbishment programme

Appendix 2 - Temporary Catering Concessions

Site	Ice Cream (Seasonal - May to Sept)	Market	Street Trading	Description
Abney Park	-	✓	-	Following the refurbishment of Abney Park Cemetery in early 2023 there may be an opportunity to deliver a small weekly / monthly market in the forecourt area
Aske Gardens	-	-	✓	There is an option for a single street trader - likely coffee or street food
Clissold Park - Hard Standing Area	-	✓	-	A weekly food market opportunity on the hard standing area adjacent to the House
Hackney Downs	✓	-	-	There is the option of a seasonal ice cream concession in the site
Haggerston Park	-	✓	-	A weekly / monthly market opportunity on the main path that runs from Hackney Road
Homerton Grove	-	-	✓	There is an option for 1 or 2 street traders - likely coffee or street food
London Fields	✓	-	✓	There is an option for a single street trader in the area adjacent to the flower sellers. In addition there is the option of a seasonal ice cream concession in the park
Mark Street Gardens	✓	-	✓	There is an option for a single street trader. In addition there is the option of a seasonal ice cream concession

Millfields	✓	-	-	There is the option of a seasonal ice cream concession in the park
Morry Levy Memorial Gardens	-	-	✓	There is an option for a single street trader - likely coffee but could be other
Shoreditch Park	-	-	✓	There is an option of a single street trader in an area adjacent to the refurbished play area / outdoor gym when wider refurbishment project is completed in early 2023
Springfield Park	✓	-	-	There is the option of a seasonal ice cream concession in the site
Stonebridge Gardens	-	-	✓	There is an option for two street traders on the area of hard standing adjacent to the station - likely coffee but could be other
Well Street Common	✓	-	-	There is the option of a seasonal ice cream concession in the site
Windsor Terrace	-	-	✓	There is an option for a single street trader - likely coffee but could be other