



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

**Date:** WEDNESDAY, 29 NOVEMBER 2023

**Time:** 4.00 pm

**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

William Upton KC (Chair)	Caroline Haines (Ex-Officio Member)
Alderman Gregory Jones KC (Deputy Chairman)	Emily Hills, English Heritage
Deputy John Absalom	Michael Hudson
John Beyer	Pauline Lobo, Ramblers' Association
Councillor Marcus Boyland, London Borough of Camden	Deputy Charles Edward Lord
Timothy Butcher	Wendy Mead
John Foley	Andrew McMurtrie (Ex-Officio Member)
Matthew Frith, London Wildlife Trust	Councillor Arjun Mittra, London Borough of Barnet
Jason Groves	Alethea Silk

**Enquiries:** Blair Stringman  
[blair.stringman@cityoflondon.gov.uk](mailto:blair.stringman@cityoflondon.gov.uk)

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

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Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

NB: Certain items presented for information have been marked \* and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

**For Decision**

- a) To agree the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 17 July 2023 (Pages 7 - 12)
- b) \*To note the minutes of the Hampstead Heath Consultative Committee meeting held on 30 October 2023
- c) \*To note the Queen's Park Consultative Group Minutes held on 7 November 2023
- d) \*To note the Highgate Wood Consultative Group Minutes held on 13 November 2023

4. **TERMS OF REFERENCE**

Report of the Town Clerk.

**For Decision**  
(Pages 13 - 16)

5. **APPOINTMENT OF THE MEMBER OF HEATH HANDS TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

Report of the Town Clerk.

**For Decision**  
(Pages 17 - 18)

6. **DIRECTOR'S UPDATE**

Director of Natural Environment to be heard.

**For Discussion**

7. **ASSISTANT DIRECTOR'S UPDATE**  
Report of the Interim Executive Director, Environment.  
**For Discussion**  
(Pages 19 - 28)
8. **\*HAMPSTEAD HEATH CONSTABULARY UPDATE**  
Report of the Interim Executive Director, Environment.  
**For Information**
9. **PARLIAMENT HILL MASTERPLAN PROPOSAL PUBLIC CONSULTATION**  
Report of the Interim Executive Director, Environment.  
**For Discussion**  
(Pages 29 - 68)
10. **NATURAL ENVIRONMENT CHARITY REVIEW - UPDATE**  
Head of Corporate Charities Funding Unite to be heard.  
**For Discussion**
11. **RISK MANAGEMENT UPDATE REPORT**  
Report of the Interim Executive Director, Environment.  
**For Decision**  
(Pages 69 - 112)
12. **\*BUSINESS PLAN 2023/24 – PROGRESS REPORT (MID-YEAR, APRIL-  
SEPTEMBER 2023)**  
Report of the Interim Executive Director, Environment.  
**For Information**
13. **\*OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 6 APRIL -  
SEPTEMBER) 2023/24 – HAMPSTEAD HEATH, HIGHGATE WOOD AND  
QUEEN'S PARK**  
Report of the Chamberlain.  
**For Information**

14. **REVENUE AND CAPITAL BUDGETS 2024/25**

Joint report of the Chamberlain & Interim Executive Director, Environment.

**For Decision**  
(Pages 113 - 124)

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

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

**Part 2 - Non-Public Agenda**

17. **EXCLUSION OF THE PUBLIC**

MOTION: The following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

**For Decision**

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 17 July 2023.

**For Decision**  
(Pages 125 - 128)

19. **\*REPORT OF ACTION TAKEN**

Report of the Town Clerk.

**For Information**

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

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

### **Part 3 - Confidential Agenda**

22. **MINUTES**

To agree the confidential minutes of the meeting held on 17 July 2023.

**For Decision**

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## HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE Monday, 17 July 2023

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 17 July 2023 at 4.00 pm

### Present

#### Members:

William Upton KC (Chair)  
John Beyer  
Councillor Marcus Boyland  
Timothy Butcher  
John Foley  
Caroline Haines (Ex-Officio Member)  
Michael Hudson  
Pauline Lobo  
Deputy Charles Edward Lord  
Wendy Mead  
Andrew McMurtrie (Ex-Officio Member)  
Councillor Arjun Mittra

#### Officers:

Nathan Adjei	- Environment Department
Emily Brennan	- Environment Department
Ellen Fouweather	- Town Clerk's Department
Julie Fittock	- City Surveyor's Department
Clem Harcourt	- Chamberlain's Department
Joanna Hill	- Environment Department
Stefania Horne	- Environment Department
Elisabeth Hannah	- Environment Department
Jack Joslin	- Bridge House Estates
Jonathan Meares	- Environment Department
Bob Roberts	- Environment Department
Blair Stringman	- Town Clerk's Department
Edward Wood	- Comptroller and City Solicitor's Department

### 1. APOLOGIES

Apologies for absence were received from Alderman Gregory Jones, John Absalom, Jason Groves, Wendy Mead and Alethea Silk.

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

There were no declarations of interest.

### 3. MINUTES

3.1 **To agree the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 17 May 2023**

**RESOLVED** – That the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 17 May 2023 be approved as an accurate record

3.2 **To note the minutes of the Hampstead Heath Consultative Committee meeting held on 19 June 2023**

**RESOLVED** – To note the minutes of the Hampstead Heath Consultative Committee meeting held on 19 June 2023.

4. **INTRODUCTION OF THE NATURAL ENVIRONMENT DIRECTOR**

The Committee received a verbal update of the Natural Environment Director.

The Natural Environment Director informed the board that she had been in post just over a month and had seen firsthand the fantastic variety of work that was being undertaken by colleagues in the Natural Environment Department. The Director explained that she had already visited several sites and looked forward to visiting and meeting colleagues from other areas.

The Director informed the board of her previous work, noting how she had trained previously as an ecologist and had worked for a range of nature conservation organisations such as the London Wildlife Trust, the Butterfly Conservation, and the Zoological Society in London.

The Director noted that her top priority in the first month was to familiarise herself with the Target Operating Model which was taking place and reach out to all those staff affected to ensure consistency across the Corporation.

**MATTERS ARISING**

The Committee received a verbal update of the Interim Executive Director, Environment.

The Interim Executive Director, Environment noted he would bring institutional knowledge and experience to help navigate the complexities of the organisation and would work effectively with Members when dealing with governance issues. He highlighted his commitment to ensuring the department's voice was heard at the highest levels of the organisation, believing this to be essential to address challenges and recognise the exceptional services provided by colleagues. He noted his aims were straightforward: collaborate with members, ensure proper governance, support with institutional knowledge, and ensure the department gain the recognition that they rightfully deserve.

**RESOLVED** – That, the verbal update from the Natural Environment Director and the Interim Executive Director, Environment be noted by the board.

5. **ASSISTANT DIRECTOR'S REPORT**



The Committee received a report of the Executive Director, Environment providing Members with an update on matters relating to Hampstead Heath since May 2023.

The Assistant Director, North London Open Spaces updated the Committee noting that the projects on a specific page were primarily meant for informational purposes. Notably, the swimming facility and the access and security project were currently marked in red due to issues identified by contractors on the site. The project management team, led by City Surveyor's, was closely monitoring, and addressing the challenges to mitigate any potential timeline and budget delays. It was noted that although the project remains in the red category as these solutions were still in progress.

**RESOLVED** – That, the report be noted.

**6. HAMPSTEAD HEATH BATHING PONDS AND LIDO ANNUAL REVIEW 2022/23**

The Committee received a report of the Executive Director, Environment providing Members with a review of the Swimming season during 2022/23 at the Bathing Ponds and the Parliament Hill Lido.

The Committee received information regarding a substantial surge in the utilisation of both the ponds and the Lido, with particular attention drawn to the growing popularity of cold-water swimming. It was noted that there had been approximately 600,000 swims recorded throughout the year, signifying a significant 22% increase in comparison to the previous year. Furthermore, officers emphasised encouraging developments, such as the increased usage of the booking app, even during less favourable weather conditions. It was also revealed that the department was currently in the process of developing a new booking system to gain a more comprehensive understanding of user behaviour and emerging trends.

The Committee was additionally briefed on a recent issue that transpired at the Lido, involving a substantial and concerning leak. Officers expressed optimism that the measures undertaken would effectively rectify the situation, thereby reinstating the Lido's normal operational status very soon.

**RESOLVED** – That, the report be noted.

**7. RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Executive Director, Environment concerning risk management update regarding Hampstead Heath and Highgate Wood and Queen's Park Kilburn.

Concern was raised by Members about the maintenance of buildings and equipment risks, with requests for more information on required works and the potential impact on the City's reputation due to building conditions. It was noted that detailed lists of works were not available yet but were being prepared as part of the Operational Property Asset Review.

Additionally, discrepancies in risk levels were mentioned, particularly plant and tree diseases, with some cross-divisional risk registers indicating higher risks due to variations in the charities' risk scores. Members expressed their dissatisfaction with the high-risk levels regarding maintenance of buildings and urged for a sense of urgency, proposing an earlier report rather than waiting for the next committee meeting. The Chair noted the importance of having this report before a specific upcoming meeting to argue for an increased budget to address the risks.

The discussion concluded with the acknowledgment of the urgency, and the officers were encouraged to provide the report as soon as possible while allowing them some leeway in determining the exact timing. The newly appointed officers were also urged to understand the gravity of the situation and act promptly.

Members agreed to remove the phrase "and mitigate" from the recommendation, as it was suggested that effectively identifying the risks was more appropriate at this stage, with a future report focusing on mitigation.

**RESOLVED** – That, Members confirm, on behalf of the City Corporation as Trustee, that the registers appended to the report satisfactorily identified the key risks to the charities and that appropriate systems are in place to effectively identify risks.

8. **REVENUE OUTTURN 2022/23 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

The Committee received a report of the Executive Director, Environment.

The Chamberlain's Department presented the final revenue outturn for the committee's 2022-2023 budget. The report compared the final revenue position for the year with the final agreed budget. The report also highlighted three local risk carry-forward bids related to the committee.

Officers clarified that one of the bids was approved, while the remaining two were not, as they would go through the cyclical works program managed by city surveyors instead. The Committee discussed the underspend and the reasons behind it, with a focus on vacancies and additional income generation, discussion revolved around the implications for the next year's budget.

**RESOLVED** – That, the report and the proposed carry forward of local risk underspending to 2023/24 be noted.

9. **OPEN SPACES BUSINESS PLAN 2022/23 - YEAR END PERFORMANCE REPORT**

The Committee received a report of the Executive Director, Environment providing Members with a review of the delivery of the 2022/23 high-level Open Spaces Business Plan which was approved by the Open Spaces and City Gardens Committee in December 2021.

Officers updated on the progress of implementing the strategic framework and annual plan. While there were some actions that were not yet initiated due to the need to fill key positions in the department's structure, it was noted that significant progress had been made. An emphasis was placed on the branding efforts for the zoo, aiming to improve facilities and generate more income. This included creating an online presence with adoption schemes, birthday party options, animal feeding experiences, and a focus on donations to enhance sustainability. The discussion also touched on managing the transition of key personnel and the development unit, with the hope that these roles would be filled soon to further accelerate progress.

**RESOLVED** – That, the report be noted.

10. **SENIOR OFFICER RECRUITMENT**

The Committee received a report of the Executive Director, Environment concerning the senior officer recruitment procedure for the Assistant Director, North London Open Spaces.

**RESOLVED** – That, the report be noted.

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

There were no questions.

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

There was no urgent business.

13. **EXCLUSION OF THE PUBLIC**

**RESOLVED:** The following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

14. **MARKETING APPROACH TO RETENDER CAFES AT HAMPSTEAD HEATH, HIGHGATE WOODS, QUEEN'S PARK AND GOLDERS HILL PARK**

The Committee considered a report of the Director of Natural Environment.

15. **HISTORICAL INCOME REPORT (2017/18-2023/24) FOR HIGHGATE WOOD AND QUEEN'S PARK**

The Committee received a report of Executive Director, Environment.

16. **HISTORICAL INCOME REPORT (2017/18-2023/24) FOR HAMPSTEAD HEATH**

The Committee received a report of Executive Director, Environment.

17. **CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE NATURAL ENVIRONMENT CHARITIES REVIEW**

The Committee received a joint report of Managing Director Bridge House Estates and Natural Environment Director.

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

There were no questions.

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

There was no urgent business.

20. **TOM PHASE II UPDATE**

The Committee received a verbal update of the Interim Executive Director, Environment.

**The meeting ended at 6.20pm**

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Chairman

**Contact Officer: Blair Stringman**  
**blair.stringman@cityoflondon.gov.uk**

<b>Committee:</b> Hampstead Heath, Highgate Wood and Queen's Park Committee	<b>Date:</b> 29 November 2023
<b>Subject:</b> Annual Review of Terms of Reference	Public
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	N
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Blair Stringman, Town Clerk's Department	

## Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. This is to enable any proposed changes to be considered in time for the annual reappointment of Committees by the Court of Common Council.

Following approval at the Hampstead Heath, Highgate Wood and Queen's Park Committee, the terms of reference of the are attached as an appendix to this report for Members' consideration.

## Recommendations

It is recommended that:

- The terms of reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee, subject to any comments, be approved for submission to the Court of Common Council in April, and that any further changes required 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;
- Members consider whether any change is required to the frequency of the Committee's meetings.

## Appendices

- Appendix 1 – Terms of Reference

**Blair Stringman**

Governance Officer

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LYONS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27 <sup>th</sup> April 2023, doth hereby appoint the following Committee until the first meeting of the Court in April, 2024.
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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 Natural Environment Board (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 2023/24**

- 7 (3) William Upton, K.C.
- 6 (2) Wendy Mead *for three years*
- 2 (2) Timothy Butcher
- 2 (2) John Ross Foley
- 2 (2) Alethea Melody Silk
- 2 (2) John David Absalom, Deputy
- 8 (1) Michael Hudson
- 2 (1) Jason Groves
- 6 (1) Gregory Percy Jones, K.C., Alderman
- Vacancy*
- Vacancy*
- 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	-	Emily Hills
London Wildlife Trust	-	Mathew Frith
London Borough of Barnet	-	Councillor Arjun Mittra
London Borough of Camden	-	Councillor Marcus Boyland
Ramblers' Society	-	Pauline Lobo

4. **Terms of Reference**

To be responsible, having regard to the overall policy laid down by the Natural Environment Board, for:-

- (a) expressing views or making recommendations to the Natural Environment Board for that Committee's allocation of grants which relate to Hampstead Heath, Highgate Wood & Queen's Park.

**Hampstead Heath**

- (b) devising and implementing the City of London Corporation's policies and programmes of work in relation to Hampstead Heath (registered charity no. 803392) (and, in fulfilling those purposes, to have regard to any representations made to it by the Hampstead Heath Consultative Committee) in accordance with the London Government Re-organisation (Hampstead Heath) Order 1989;

(c) exercising all the City of London Corporation's powers and duties relating to Hampstead Heath, including those set out in Regulation 5 of the London Government Re-organisation (Hampstead Heath) Order 1989, or in any Act or Statutory Instrument consolidating, amending or replacing the same;

**Highgate Wood & Queen's Park**

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

**Consultative Committees**

(e) appointing such Consultative Committees and Groups as are considered necessary for the better performance of its duties including, but not limited to, a

- Hampstead Heath Consultative Committee
- Highgate Wood Joint Consultative Committee
- Queen's Park Joint Consultative Group



<b>Committee:</b> Hampstead Heath Highgate Wood & Queen's Park Committee – For Decision	<b>Dated:</b> 29 November 2023
<b>Subject:</b> Appointment of the Member of Heath Hands to the Hampstead Heath Consultative Committee.	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> 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 Heath Hands, to represent local interests.

## Recommendations

It is recommended:

- a) That Rachel Chapman, nominated by Heath Hands, 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 Heath Hands has been a Member of the Consultative Committee for many years. That Member has recently stepped down and as such a vacancy exists on the Consultative Committee.

### Current Position

2. Under Schedule 4 to The London Government Reorganisation (Hampstead Heath) Order 1989, eight Members shall be appointed after consultation with the Hampstead Conservation Area Advisory Committee, the Hampstead Garden Suburb Residents' Association, the Heath and Old Hampstead Society, the Highgate Conservation Area Advisory Committee, the Highgate Society, the Joint Amenity Groups of Hampstead, the South End Green Association, the Vale of

Health Society, and such other bodies appearing to the City to represent local interests as it considers appropriate.

3. Following correspondence with the Heath Hands, it was recommended that the Rachel Chapman, Chair of Heath Hands, would be a suitable alternative person to be a representative on the Consultative Committee, representing similar local interests. Subsequent discussions have taken place with Rachel Chapman, and she has indicated that she is willing to take on the role if this meets with approval.
4. Given that the Consultative Committee and the Management Committee contain Members nominated by the eight local groups specifically named in Schedule 4 to the 1989 Order, 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 Rachel Chapman, nominated by Heath Hands, 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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<b>Committee(s):</b> Hampstead Heath, Highgate Wood, and Queen's Park Management Committee	<b>Date(s):</b> 29th November 2023
<b>Subject:</b> Assistant Director's Update	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>1, 2, 3, 4, 5, 11 &amp; 12</b>
Does this proposal require extra revenue and/or capital spending?	<b>No</b>
If so, how much?	<b>N/A</b>
What is the source of Funding?	<b>N/A</b>
Has this Funding Source been agreed with the Chamberlain's Department?	<b>N/A</b>
<b>Report of:</b> Interim Executive Director, Environment	<b>For Discussion</b>
<b>Report author:</b> Assistant Director	

## Summary

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

## Recommendation

Members are asked to:

- Note the content of the report.

## Main Report

### Events

1. Give it a Go! (16<sup>th</sup> July) – the popular event where everyone gets an opportunity to test their skills and abilities across a wide range of different activities. This was another well attended event, with over 4,000 participants throughout the day. The Mayor of Camden generously gave her time to participate, and events included demonstrations in martial arts, yoga, mindfulness, and rugby. In addition, there were many stalls with health and wellbeing professionals sign posting information and help aimed at improving the community's health and wellbeing.
2. 24th Duathlon (3<sup>rd</sup> September - This is a partnership event organised in partnership with Hampstead Rugby Club, Jubilee Trust and the City of London. This year, we offered competitors an online experience which worked well. We were unable to finish on the track due to ongoing work, however, the event was well supported with over 350 competitors. The Duathlon cup was again won by Tri London, with the women's winner Amy Pritchard completing the course in 36 minutes and

40seconds - and first-man back Luke Thomas completing the course in 33minutes and 36seconds.

3. Natural Aspects, the Heath and Hampstead Society's annual concert (3<sup>rd</sup> September) - This event was designed to celebrate local culture and a fond goodbye to the summer. Bands included John Etheridge and Vimala Rowe Bangla, Shur (a local Bengali group), the Spud Peelers (an Irish country and folk ensemble) and the Estimators (a traditional Jamaican ska band). The day attracted large numbers of visitors, with lots of families and local people picnicking.

**The upcoming events on the Heath include:**

- Conker Festival (8<sup>th</sup> October), in partnership with Heath Hands, at the Parliament Hill Bandstand.
- Zippos Circus (9 – 18<sup>th</sup> October set up; 19-29 live) returns to East Heath Carpark for set up from 9-18<sup>th</sup> October and then open to the public from 19-29 October)
- The London Youth Games (18<sup>th</sup> November) flagship event the Cross-Country championships

**Projects update**

4. A project on a page summary has been prepared in relation to the Ponds Project (Appendix 1), and the Parliament Hill Athletics Track improvements (Appendix 2).

Athletics Track refurbishment

5. The athletic track is red category due to the high risk related to the tight timelines. There have been a number of issues over the last three months with replacing the tarmac of the track. FM Conway, the lead contractor, had to complete significant repairs to several areas of the track where there was insufficient sub-base to replace a tarmac base course. Works were also delayed due to unforeseen needed repairs to the existing drainage, as well as periods of wet weather. The specialist sports surface is now being laid and the base layer is nearly completed as of 5<sup>th</sup> October. The next phase is laying the polytan layer, a rubber crumb synthetic (describe what this is) and then re-marking the track's lanes. The forecasted completion date is highly dependent on weather conditions this month into November as the polytan surface has to be installed in dry conditions.

Ponds Project (accessibility)

6. The works are progressing after a number of delays. At the Men's Pond, the installation of the steelwork that will make up the new jetty is now underway and cable trenching is starting at the Mixed Pond for the upgraded electricity supply that will be installed.

**Partnership Working**

7. Partnership working with the Heath and Hampstead Society, Heath Hands and the London Natural History Society (LNHS) is very strong and allows us to conduct a range of activities that inform our annual conservation plans. The LNHS continue their grant-funded floral survey of the Heath, which is revealing a number of rare species including liverworts and lichens.

### **Parliament Hill Masterplan progress**

8. A separate Parliament Hill Masterplan report is attached with the visitor survey results in the reports pack. Please refer to this for current information.

### **Constabulary Update**

9. There is a separate report on the Hampstead Heath Constabulary attached with the papers for this Committee. Please refer to this for an update. The Constabulary have been supported this summer by Parkguard Ltd, a National Police Chief's Council approved company.

### **Nature Conservation and Ecology**

10. In September, rare breed sheep were once again grazing on Hampstead Heath. In a partnership between the City of London Corporation, the Heath & Hampstead Society, the Rare Breeds Survival Trust and Heath Hands, sheep grazed a site on the Heath Extension. As well as grazing down the long grass, several invertebrate species were found utilising the sheep dung, including at least two species of dung beetle.
11. In partnership with the Royal Free Hospital, a live feed wildlife camera was installed on Hampstead No.1 pond. The camera is currently being trialled by the hospital patients for a potential wider rollout.
12. Two wildflower meadows were created in partnership with Butterfly Conservation. Both meadows, one at Queens Park and the other at the Heath Extension, flowered well in their first year. Approximately three hectares of grassland were taken out of the regular mowing cycle and allowed to revert to meadow as part of the Climate Action Strategy. The Conservation Team have been cutting the meadow areas on the Kenwood Estate as part of a partnership arrangement with English Heritage.
13. A master's degree student has just finished a project looking at levels of chemicals from pesticide in Heath ponds, working in partnership with the City of London Corporation and the Heath and Hampstead Society. Results are being peer reviewed to ensure their accuracy. Findings will be shared once peer reviewed.
14. Branch Hill Pond has had a deeper refuge area for aquatic species created, and hundreds of wildflower plugs have been planted around the pond and wider area. The newly deepened section of the pond will reduce the chances of the pond drying out during future droughts and will increase the site's climate change resilience.
15. National hedgehog monitoring scheme (NHMS). Cameras have recently been collected from the Heath Extension and wider area as one of the first sites to be used for the newly created scheme.
16. Two new moth species for the Heath were recorded this year, the Hornet Moth and Six-belted Clearwing.

### **Tree Team works**

17. The team have had a busy summer clearing storm damage at Queen's Park and the Heath Extension in July. They have been carrying out works on a number of

veteran trees at South Meadow, Sandy Heath, Vale of Health, Hampstead Gate, and Golder's Hill Park. They have also been continuing their Integrated Pest Management programme monitoring Oak Processionary Moth (OPM) nests and the parasitoid populations across the Heath, Highgate Wood and Queen's Park. The team are still actively involved with the annual Canker Stain of Plane survey for the London area, which is managed by Forest Research and the London Tree Officer's Association. At the end of September, the Tree Team met with the new Assistant Director and led a walk around some of the areas they are managing.

18. The Tree Team have been supporting the West Ham Park Team in removing OPM nests and carrying out tree inspections on site. The team has also been to Burnham Beeches, supporting that team with important work on the ancient Beech pollards which require specialist pruning and propping work.

### **Formal landscape**

19. Golder's Hill Park won the London in Bloom Gold Award in the Large Park category, and the Pergola Garden won the Gold Award in the Walled Garden category. The Hill Garden also won a Gold Award in the Small Park category and Queen's Park won the Gold Award in the Large Park category. This was a great accolade for all the teams involved and we are delighted with these results.

20. As we approach the end of the busy season and enter into the autumn, we can return to the subject of a fitting memorial for our great friend and colleague Declan Gallagher. We have a number of ideas and they all are centred around Golders Hill Park, where Declan spent so many years, and where he brought up his family. We will report back at the next meeting and share proposals with the Committee.

### **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. No Impact

### Resource Implications

24. No impact.

### Climate Implications

25. Included within the annual plan for 2023/24 (appendix 1) 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

26. No impact.

#### Risk Implications

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

#### Equality Implications

28. No impact.

#### Security Implications

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


#### **Appendices**

- Appendix 1 – Project on a Page (Swimming Capital Project)
- Appendix 2 – Project on a Page (Athletics Track Capital Project)




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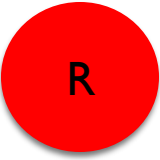
<b>SWIMMING - Access, Safety &amp; Security</b>	<b>Outcome</b>	<b>Lead</b>	<b>Overall status</b>
	Improved safety, access and security across the three Bathing Ponds.	Richard Chamberlain (C. Surveyors)	

**Date of Report: 6 October 2023**      **Phase: Construction**




Highlights	Next Steps	Metrics	Status
<p>• Works started on site on 11th April, with a Practical Completion (PC) date of 21<sup>st</sup> August. Due to additional drainage works, structural design issues and fabrication issues relating to the jetty structure and mesh platform the contractor is in delay and PC is now likely to be November 2023.</p> <p>Progress to date:</p> <p>Ladies Pond – complete apart from the tiling to the accessible toilet that must be retiled</p> <p>• Mixed – Steel pontoon approaching completion apart from grating.</p> <p>• Men’s – Steel installation complete and timber sub structure now being installed to the steel structure.</p>	<p>Project Completion – November 2023</p> <p>Gateway 6 – January 2023</p>	Budget	
		Schedule	
		Risk	

Risks and Issues	Reasons for RAG Status
<p>Key Risks and issues</p> <ol style="list-style-type: none"> <li>1. Work sequence &amp; access restrictions</li> <li>2. Challenges with design, structural requirements and additional drainage works</li> <li>3. Project Programme overruns</li> </ol>	<ol style="list-style-type: none"> <li>1. RAG status has been re-baselined following delays to programme and potential additional prelim costs</li> <li>2. Schedule is Red as there is a risk, this could overrun if issues arise on site.</li> </ol>

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<b>PH Athletics Track Surface Reconstruction</b>	<b>Outcome</b>	<b>Lead</b>	<b>Overall status</b>
	Undertake a full re-surfacing of the 8-lane Parliament Hill Athletics Track & associated infrastructure (i.e., LED floodlighting) to obtain UKA “TrackMark” certification.	William LoSasso	

**Date of Report: 25 September 2023    Phase: Construction**

Highlights	Next Steps	Metrics	Status
<ul style="list-style-type: none"> <li>Track Surfacing: Specialist installation works commenced 25 September</li> <li>Floodlighting: New columns have been installed and cabled back to control point</li> <li>Additional works have been necessary following site discoveries and poor ground conditions:               <ul style="list-style-type: none"> <li>track and pathway re-construction, additional drainage works, reinforced floodlight bases</li> <li>additional wearing course and levelling works, underground ducting</li> <li>asbestos discovery, testing and possible works in response</li> </ul> </li> </ul> <p>Very wet weather in July and August slowed progress on site and compounded other delays The Contractor has worked diligently, resequencing the works and working extended hours and weekends</p> <ul style="list-style-type: none"> <li>Construction completion anticipated in November 2023 but subject to:               <ul style="list-style-type: none"> <li>Dry and warm weather to allow track surfacing to complete in October</li> <li>Plan of action to work around unforeseen asbestos within Electrical switch-room</li> </ul> </li> </ul>	<p>Construction Works:</p> <ol style="list-style-type: none"> <li>To complete as much specialist surfacing works as possible during the diminishing weather window to the end of October</li> <li>To complete the floodlighting installation during November</li> <li>Review works achieved and plan to complete any remaining in Spring 2024</li> </ol>	<b>Budget</b>	
		<b>Schedule</b>	
		<b>Risk</b>	

Risks and Issues	Reasons for RAG Status
<p><u>Key Risks/Issues:</u></p> <ol style="list-style-type: none"> <li>Timely completion of the specialist surfacing work is at risk due to the seasonal nature of the surfacing works; diminishing weather window through October into the Autumn</li> <li>Forecast costs exceed the approved budget due to discovery, poor ground conditions and very wet weather.</li> <li>Scope reduction to mitigate budget overspend has been had limited impact.</li> </ol>	<ol style="list-style-type: none"> <li>Risk, Budget and Programme are Red due to the delayed programme and “weather window” for construction works.</li> <li>Considerable additional works have had to be completed to provide the new track surface with a suitable sub-base.</li> <li>Additional remedial works to existing drainage and underground ducting as well as increased design responses for floodlight foundations have contributed to delays and additional costs.</li> </ol>

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# Agenda Item 9

<b>Committee(s):</b> Hampstead Heath, Highgate Wood, and Queen's Park Management Committee	<b>Date(s):</b> 29 <sup>th</sup> November 2023
<b>Subject:</b> Parliament Hill Masterplan proposal public consultation	<b>Public</b>
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<b>1, 2, 3, 4, 5, 11 &amp; 12</b>
Does this proposal require extra revenue and/or capital spending?	<b>No</b>
If so, how much?	<b>N/A</b>
What is the source of Funding?	<b>N/A</b>
Has this Funding Source been agreed with the Chamberlain's Department?	<b>N/A</b>
<b>Report of:</b> Interim Executive Director, Environment	<b>For Discussion</b>
<b>Report author:</b> Assistant Director	

## Summary

This report provides Members with an update on the public consultation carried out in July on proposals for the Parliament Hill Masterplan. The proposal focuses on six areas within the Parliament Hill area; a new wetland area, improvements to the café, improvements to the children's play area (under 5s), playground improvements, a new ball games court, and a new splash park.

The public consultation received 382 responses on the six proposals. The responses were generally supportive and positive, but there were significant concerns about design, appropriateness, value for money and funding. A report by MTW Consultants Limited accompanies this short report, providing a full assessment of the survey and results.

## Recommendation

Members are asked to:

- Note the content of the report.

## Main Report

### The purpose of the Parliament Hill Masterplan

1. The proposals produced by the consultants Land Use Consultants were presented to the Hampstead Heath Consultative Committee during the public consultation period in July for their comments. Comments on the proposals were also received in a written statement from the Heath and Hampstead Society.

2. The proposal is intended to be a first draft of a more detailed developed plan which could then be put forward in a future funding bid. The individual proposals could also be delivered as individual standalone projects if funding was insufficient for the full programme. There is no immediate plan to apply for capital funding from central City of London Corporation funds.

### **Comments on the survey results**

3. Although the six individual area proposals received generally positive responses as shown on the histogram charts in the accompanying report from MTW Consultants, the written comments provide a more full understanding of community reaction, with concerns about design, value for money, and impact on the natural aspect of the Heath. The comments section provides an interesting counterview to the higher-level results. The proposals for the play spaces generally received more support but the wetland and café proposals generated less positive responses.

### **Review of the proposals in light of the feedback from the consultation**

4. What is clear from the responses is that there needs to be a further series of design iterations in response to the comments, with possible sets of options for particular areas like the play spaces and the café. Many Heath users are very sensitive to 'appropriateness' in landscaping and general design and prefer a minimalist approach. This view is strongly rooted in what so many Heath users would describe as the naturalness of the Heath, and the importance of protecting this from 'parkification'. The attempt to introduce new pathways and boardwalks in the wetland proposal generated a number of negative comments, where respondents have sensed an attempt to introduce features that they associate with a more formal landscape or a country park.

### **Corporate & Strategic Implications**

5. 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.
6. 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

7. No impact

#### Resource Implications

8. No impact.

#### Climate Implications

9. 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

10. No impact.

### Risk Implications

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

### Equality Implications

12. No impact.

### Security Implications

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

### **Appendices**

- Appendix 1 Public consultation report

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*MTW Consultants Limited*  
Leisure and Regeneration  
Consultants



**A Public Consultation on  
improvements to the Parliament Hill Area  
in July 2023**



**MTW Consultants Limited**  
**Leisure and Regeneration Consultants**

**Prepared for:**

**the City of London**



**A Public Consultation on  
improvements to the Parliament Hill Area  
in July 2023**

**DRAFT REPORT**

**28<sup>th</sup> August 2023**

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### **Vol 2: APPENDICES**

1. Detailed list of comments on new Wetland Area
2. Detailed list of comments on Café improvements
3. Detailed list of comments on Children’s Play Area
4. Detailed list of comments on Playground improvements
5. Detailed list of comments on new Ball Games Area
6. Detailed list of comments on Splash Park
7. Other comments, questions or concerns about other spaces in the Parliament Hill area
8. Submission from Heath & Hampstead Society
9. Copy of Survey Questionnaire

## EXECUTIVE SUMMARY

### 1. Introduction and Method

The City of London is looking to carry out a programme of improvements to the Parliament Hill Area (PHA) of Hampstead Heath subject to funding. Six areas were selected from the Masterplan and drawn up and visualised by Land Use Consultants. The areas selected were:

- A New Wetland Area
- Improvements to the Café
- Improvements to the Children’s Play area (under 5s)
- Playground improvements
- New Ball Games Court
- New Splash Park

MTW Consultants carried out a public consultation exercise in July 23 to get the views of PHA users and test out these initial ideas. An outdoor exhibition of the plans was held on Sunday 16<sup>th</sup> July in PHA. A link to an on-line survey was handed out to visitors on the day and subsequently the QR code link was advertised around the Heath and circulated to Stakeholder groups.

### 2. Sample details

In total 382 completed responses to the questionnaire were received by the cut-off date, 3<sup>rd</sup> August, and a separate submission was subsequently received from the Heath & Hampstead Society. The vast majority of respondents visited the PHA once a week or more (82%). The main reason for visiting selected by most was ‘Quiet time/reflection’ (19.6%), followed by ‘Children’s activities’ (18.3%), and Swimming (13.6%). Dog walking attracted just under 11% which is fairly standard as a proportion of visits across most parks. Most travelled on foot and the main postcodes where visitors lived were NW5 (30%), NW3 (27%) and N6 (11%).

### 3. Views on proposed improvements

Respondents were shown the visuals of each area as they are now and after the improvements, and asked to rate them. The results for all 6 areas are summarised below:

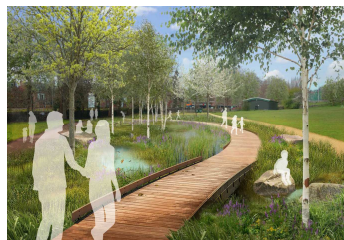
Rating	New Wetlands Area %	Café improve %	Children’s Play Area %	Playground %	New Ball Games Area %	Splash Park %
Excellent	24.8	21.9	18.0	24.5	24.0	35.0
Very good	31.7	36.9	39.1	36.3	39.7	33.4
Average	20.3	29.6	20.1	19.9	20.8	15.9
Poor	7.2	5.3	5.6	5.6	2.1	4.5
Very poor	11.2	5.5	9.5	6.4	3.5	6.1
Don’t know this area	4.8	0.8	7.7	7.3	9.9	5.0
<b>Excellent or Very good</b>	<b>56%</b>	<b>59%</b>	<b>57%%</b>	<b>61%</b>	<b>64%</b>	<b>68%</b>

*Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23*

The area that scored the highest in terms of 'excellent' or 'very good' ratings was the Splash Park (68%) and the more contentious was the new Wetlands Area (56%), which was also rated poor or very poor by the highest number of respondents (18%).

Respondents were asked if they would like to make any other (open ended) comments about the proposals. Many comments were received ranging from 188 comments on the new Wetlands Area to 120 for the new Ball Games Area. The respondents put forward many ideas and suggestions. It should be noted that the respondents expressing comments represented only 30-50% of the sample and were sometimes weighted more toward detractors from the ideas than those in favour.

### ***Comments on new Wetlands Area (188 comments)***



The proposed new wetlands area on the frequently flooded area of open space near the Lido stimulated a variety of opinions. While some appreciated its potential benefits for biodiversity and water management, others felt that the existing natural beauty of the area should not be tampered with. Concerns were raised about the impact on the wild and serene atmosphere, the potential for over-engineering and high maintenance costs, the intrusion of boardwalks and paths, and the need to preserve open spaces for children's sports and games. Accessibility, seating options, and considerations for wildlife were also points of discussion. While some saw the proposal as unnecessary and costly, others welcomed the opportunity for positive change that could balance both human use and nature.

### ***Comments on the Café improvements (180 comments)***



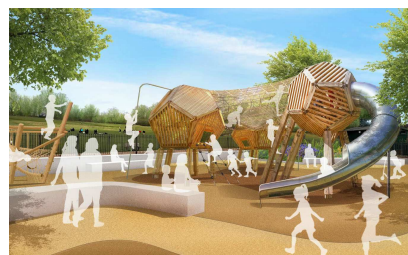
Some individuals were supportive of improvements, highlighting the need for updates and welcoming additional seating, better facilities and healthier food options. There were 35 comments broadly in favour of the proposals (19%). Others were critical of the proposed changes, expressing concern about the potential destruction of greenery, loss of character and unnecessary alterations. 31 comments came from respondents wanting the Café left as it is (17%). Many accepted the café needed a revamp but felt it should be kept low key and not turned into a crowded 'hot spot'. There were 37 comments on the design (20%) and 16 comments on the food/catering (9%).

### **Comments on new Children's Play Area** (167 comments)



The comments highlighted a range of opinions, with some emphasising the need to maintain open spaces for picnics and quiet enjoyment, while others questioned the purpose of specific elements such as windmills and towers. Many expressed the importance of striking a balance between introducing new play features and preserving the area's natural charm. There were calls for inclusive play equipment, seating for parents, and considerations for wildlife, with a preference for natural materials. Concerns were raised about overstimulation, maintenance, and the impact on the peaceful environment. Overall, the comments emphasised the desire for thoughtful updates that enhance children's experiences while respecting the area's existing character.

### **Comments on the Playground improvements** (162 comments)



The comments regarding proposed improvements to the playground for older children reflected mixed views. While some expressed concerns about potential safety hazards, others acknowledged the need for updates due to the current playground's state of disrepair. There were calls for preserving elements that work well, ensuring visibility for supervising parents, and maintaining a variety of play options. Many commented on the importance of considering different age groups and the potential impact on the surrounding environment. Some emphasised the need for more seating and shaded areas, as well as accessibility for disabled children. Concerns about the size of the proposed structure, the potential disruption during renovations, and the balance between existing features and new additions were also mentioned. Overall, opinions varied on the necessity and design of the improvements, with some advocating for changes and others preferring the playground's current state.

### **Comments on the Ball Games Area** (120 comments)



Some respondents expressed concerns about the bright colours and urban design, suggesting a preference for a more natural and subdued aesthetic. Others appreciated the idea and potential improvements, such as increased seating and better fencing to prevent balls from going over to the railway. Some emphasised the need for variety in sports and games, including basketball and netball, while others mentioned the potential for noise and safety issues. There are suggestions for better accessibility, longer opening hours, and consideration of different sports like padel or beach volleyball. Overall, the comments reflected support for the proposed ball games area.

#### **Comments on the new Splash Park** (152 comments)



Respondents generally expressed enthusiasm for the new splash park. Some, however, believed that the current paddling pool is well-liked and should be maintained, emphasising its suitability for babies and toddlers. Many would like to see a splash park and a paddling pool. Concerns about maintenance costs, accessibility, safety, and hygiene were raised. Some welcomed the idea of fountains and additional seating, while others argued for maintaining the tranquillity and natural aspects of the Heath. There were suggestions for more shade and non-slip surfaces, and a balance between playfulness and calmness. Some questioned the necessity of the project, its cost, and its seasonal nature.

#### **4. Comments, questions or concerns about other spaces in the Parliament Hill Area** (157 comments)

Finally respondents were asked for any comments, questions or concerns they might have about other parts of the PHA.

Overall, there was support for enhancements as long as the natural character of the space was preserved. Concerns included the potential impact on the wildness and tranquillity of the area, the need for more benches, better signage, lighting, and facilities like toilets. Some suggestions included focusing on children's facilities, upgrading tennis courts with floodlights and water fountains, enhancing accessibility, and maintaining a balance between developments and preserving nature. There were calls for improvements to be sustainable, practical, and sensitive to the environment. Some questioned the need for certain changes and expressed concerns about potential fees, privatisation, and the overall impact on the unique character of the Heath.

#### **5. Submission by Heath & Hampstead Society**

The Society supports proposals for improvement of sports facilities and grounds, playgrounds and facilities at and around the Parliament Hill Café, including a nature interpretation centre at the Café. Although it strongly supports the idea of establishing a wetland for drainage and biodiversity, it is opposed to the proposed location and favours a corridor of wetland and woodland along the east side of the football pitches from the Broad Walk to the Lido area.

## 1. INTRODUCTION & METHODOLOGY

1.1 The City of London is looking to carry out a programme of improvements to the Parliament Hill Area of Hampstead Heath. Together with their landscape architects LUC, they have drawn up a Masterplan for the area and identified 21 different areas and facilities that need investment. Six of these have been drawn up in more detail and visualised by LUC. They are:

- A New Wetland Area
- Improvements to the Café
- Improvements to the Children's Play area (under 5s)
- Playground improvements
- New Ball Games Court
- New Splash Park

1.2 MTW Consultants Ltd was commissioned by the City of London in June 2023 to carry out a Public Consultation among visitors to the Parliament Hill Area (PHA) to get their views on these initial ideas and other comments on what is needed in the PHA.

The Public consultation consisted of two elements:

**An outdoor exhibition** of the LUC Masterplan and visualisations in the PHA (opposite the Café) in a City of London gazebo inviting views and comments.

**An on-line survey questionnaire** to gather people's views asking them to rate the 6 visualisations and give their comments on them as well comments about other spaces in the PHA.

1.3 The two methods were closely interlinked as the exhibition day was used as a primary means of distributing leaflets with a link to the questionnaire<sup>1</sup>. Every visitor to the stand was given a leaflet. The questionnaire link and / or leaflet were also circulated to the Stakeholder committee members involved in Hampstead Heath for them to cascade down to their members. Finally the leaflet was posted up on notice boards around the Heath.

---

<sup>1</sup> A copy of the questionnaire is shown in Volume 2, Appendix 9



## 2. PUBLIC EXHIBITION

2.1 A poster notifying Hampstead Heath users of the Public Consultation day was put up on various notice boards about a week beforehand (see below) inviting people to come and see the proposals on Sunday 16<sup>th</sup> July. The day chosen coincided with the annual 'Give it a Go' event put on in the PHA by the City Corporation.



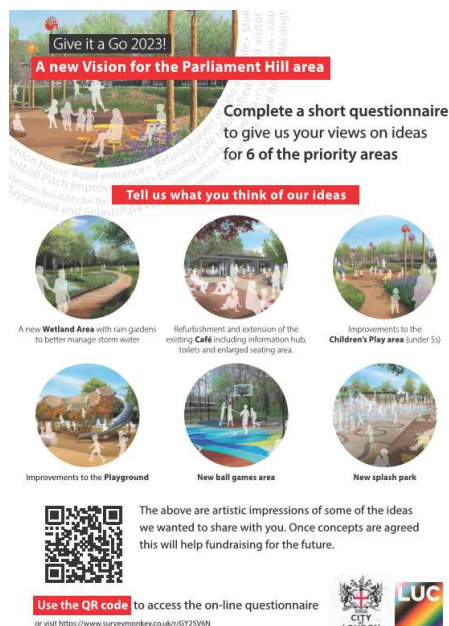
**Come and see an exhibition of our proposals for improving and renewing areas of Parliament Hill**

**Find us opposite the Café**

After consultations with key stakeholders, LUC Consultants have drawn up some concepts for some areas for improvement at Parliament Hill that we would like to share for wider views. **Come and see what you think of the ideas so far.** Once concepts are agreed, this will help fundraising for the future.



2.2 The stand was in a very visible City of London branded gazebo on a busy thoroughfare opposite the main café. Although the Give it a Go event did not start until 1pm, the stand was manned from 10am until 4pm. An estimated 200 people visited the stand during the day and most were given a leaflet (see below) with a QR Code that linked directly to an on-line questionnaire.



Visitors could browse visualisations on A1 boards showing the improvements to the 6 areas that had been worked up by LUC from some 21 areas designated as needing improvement in the Masterplan. Staff from the City Corporation and LUC were on hand to answer any questions asked.

It was made clear to all visitors that these were ideas only, rather than funded proposals; and that their views would help to refine them and assist with raising the funds need to implement them.

Leaflets with the link to the on line survey were also handed out to people visiting the Café and the All Dogs Matter Bark Off show by MTW's team.



- 2.3 The large majority of verbal responses received from visitors and their children who visited the public exhibition on the day, were positive and supportive. A small minority expressed doubts on the need for such changes and a desire to leave the Heath as it is. This dichotomy is reflected throughout the survey results.

### 3. SURVEY CHARACTERISTICS

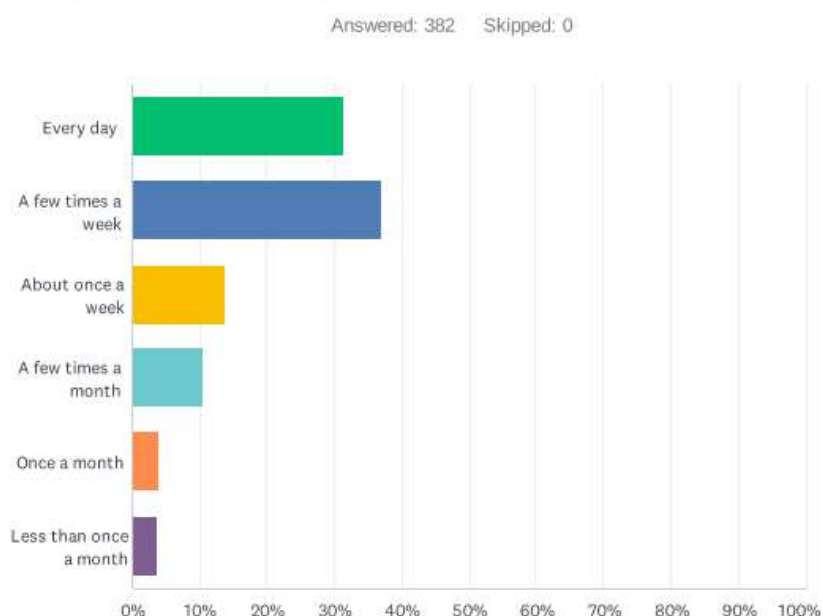
#### 3.1 SIZE OF SAMPLE

In total, 382 completed responses were achieved between the 16<sup>th</sup> July and the 3<sup>rd</sup> of August, the date chosen to close the survey. Peak collection days were 16<sup>th</sup> July, the day of the exhibition itself (45), the day after (38), 2<sup>nd</sup> August (63) and 3<sup>rd</sup> August (131), the last day of the survey which closed on 3<sup>rd</sup> August. Details were published in the Hampstead & Highgate News on 2<sup>nd</sup> August, undoubtedly causing this spike in responses on the last two days.<sup>2</sup>

#### 3.2 FREQUENCY OF VISITS TO PHA

The vast majority of respondents visited the PHA once a week or more (82%) with 31% visiting it every day and 37% visiting a few times a week. The sample therefore contains primarily *regular and frequent users* who will know it well.

#### Q1 How often do you visit the Parliament Hill area?



ANSWER CHOICES	RESPONSES	
Every day	31.41%	120
A few times a week	36.91%	141
About once a week	13.61%	52
A few times a month	10.47%	40
Once a month	3.93%	15
Less than once a month	3.66%	14
TOTAL		382

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

<sup>2</sup> Details of the survey appeared in the Hampstead & Highgate News on 2<sup>nd</sup> August 23.

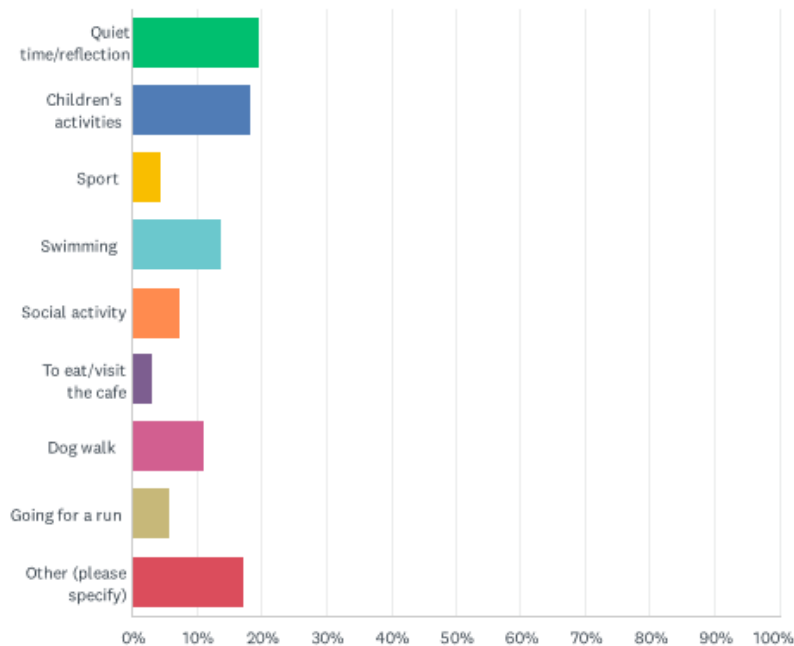
<https://www.hamhigh.co.uk/news/23696296.consultation-hampstead-heath-parliament-hill-plans/>

### 3.3 MAIN REASON FOR VISITING THE PARLIAMENT HILL AREA.

Respondents could only give their primary reason from the selection provided, but could enter other reasons in the 'Other' part of the question. The main reason selected by most was 'Quiet time/reflection' (19.6%), followed by 'Children's activities' (18.3%), and Swimming (13.6%). Dog walking attracted just under 11% which is fairly standard as a proportion of park visits across most parks. A further 11.5% cited going for a walk in addition to the other reasons. 1.6% were volunteering.

#### What is your main reason for visiting the Parliament Hill Area?

Answered: 382 Skipped: 0



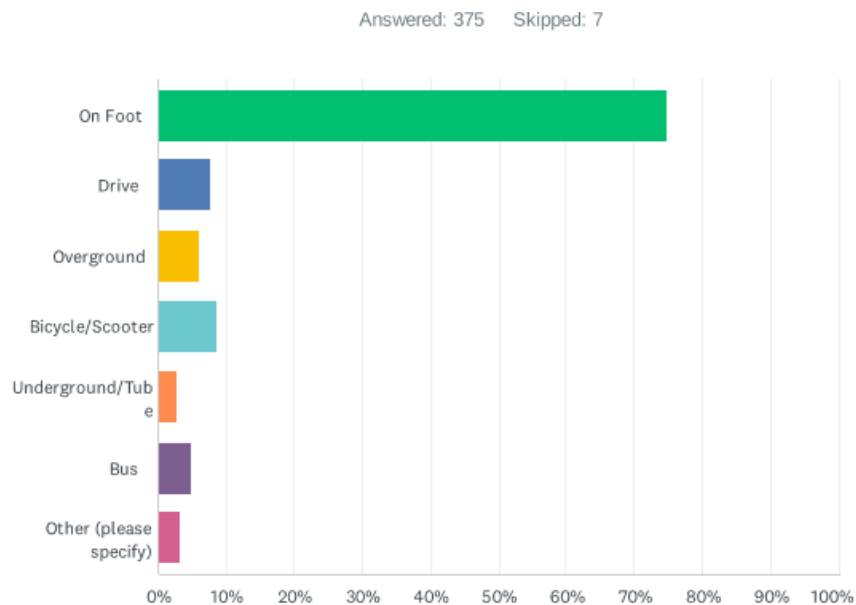
ANSWER CHOICES	RESPONSES	
Quiet time/reflection	19.63%	75
Children's activities	18.32%	70
Sport	4.19%	16
Swimming	13.61%	52
Social activity	7.33%	28
To eat/visit the cafe	2.88%	11
Dog walk	10.99%	42
Going for a run	5.76%	22
Other (please specify)	17.28%	66
TOTAL		382

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

### 3.4 MODE OF TRANSPORT

Respondents could choose a combination of transport systems. 75% of all respondents travelled on foot to the PHA

#### How did you travel to the Parliament Hill area today?



ANSWER CHOICES	RESPONSES	
On Foot	74.67%	280
Drive	7.73%	29
Overground	5.87%	22
Bicycle/Scooter	8.53%	32
Underground/Tube	2.67%	10
Bus	4.80%	18
Other (please specify)	3.20%	12
Total Respondents: 375		

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

### 3.5 POST CODE

Respondents were asked to give the first part of their postcode. This was answered by 98% of the sample.

NW5	30%
NW3	27%
N6	11%
N19	6%
NW6	3%
N2	3%
NW11	2%
NW1	2%
Other North London	12%

## 4. VIEWS ON THE PROPOSED IMPROVEMENTS

### 4.1 NEW WETLAND AREA

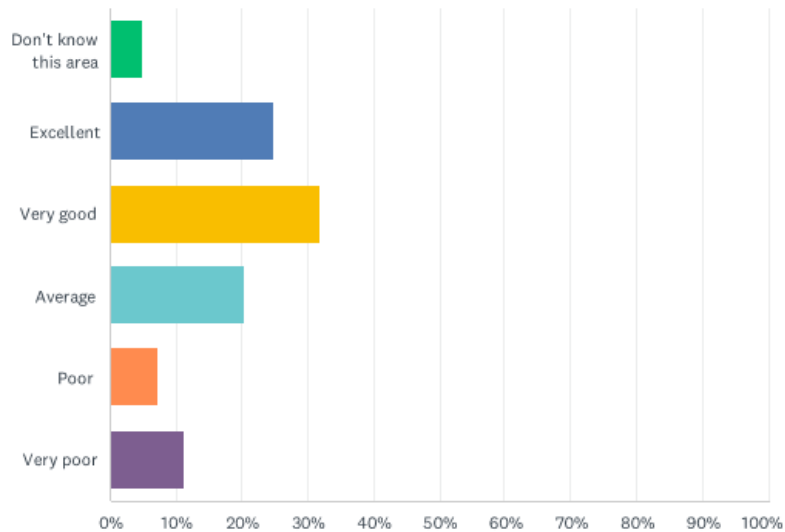
4.1.1 Respondents were asked for their views on improvements to the often saturated ground near the Lido which would include better management of storm water with boardwalks and rain gardens. They were shown the before and after images below:



4.1.2 56.5% said the proposals were excellent or very good (24.8% and 31.7% respectively); however 20% said they were average and 18% said they were poor or very poor. 4.8% said they didn't know this area.

Rate the Wetland Area idea by ticking one of the boxes below

Answered: 375 Skipped: 7



ANSWER CHOICES	RESPONSES	
Don't know this area	4.80%	18
Excellent	24.80%	93
Very good	31.73%	119
Average	20.27%	76
Poor	7.20%	27
Very poor	11.20%	42
<b>TOTAL</b>		<b>375</b>

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

- 4.1.3 Respondents were then invited to add any additional comments they would like to make. This was one of the more controversial ideas and 188 comments were received which are shown verbatim in Appendix 1.

### **Summary of Comments**

- 4.1.4 The comments expressed a range of opinions regarding the proposed improvements. Many who commented were against any changes that would affect the wild and open character of the Heath or detract from the current use of the area by children for sports and games. In total 71 comments (38%) argued that the area should be left as it is, while 39 (21%) were generally in favour or very supportive. There were 25 comments (13%) concerned with the proposed design, such as it not looking natural enough or not catering enough for children or the disabled or dogs. Other comments were concerned with the loss of this amenity for sports and games for children or picnicking. There was agreement by some that drainage of the area was necessary in order to improve its use as an open space. The cost of on-going maintenance of the new Wetlands area was also raised by several respondents who felt it could fall into disrepair in the future or the money could be better spent elsewhere. The key issues that came up can be grouped as follows:

### **Main issues raised about the New Wetlands proposals**

- 4.1.5 ***Preservation of natural character:***  
Many comments emphasised the importance of preserving the natural and wild character of Hampstead Heath. There were concerns that the measures would make the area too managed or organised, too much like a 'Park' and there was a strong desire to maintain the existing open space. Typical of the comments were:
- 4.1.6 ***Impact on wildlife***  
Several respondents expressed concern about the impact of the proposals on local wildlife and biodiversity. The need to protect and enhance the habitat for various species is highlighted.
- 4.1.7 ***Drainage issues***  
Drainage problems during wet weather are mentioned in multiple comments. Some see the proposed wetland features as a way to address these issues, while others question the necessity of the changes in addressing overall drainage problems in the area..
- 4.1.8 ***Access and accessibility***  
Access for various groups including disabled, families and dogs was a concern. Some comments mention the need for the boardwalks to be wider, non-slip or to include seating at regular intervals.
- 4.1.9 ***Sports & Recreational activities***  
Some respondents were concerned about the loss of a recreational area expressing worries that the proposed changes might limit access or interfere

with existing activities such as kid's football training and ball games and dog walking.

#### 4.1.10 ***Design & aesthetics***

Opinions on the proposed design of the new area varied. There were conflicting comments about the boardwalks with some wanting them bigger and some unhappy with them. Others questioned the design's compatibility with the natural landscape of the Heath. Typical comments were:

#### 4.1.11 ***Community engagement and information***

Some participants expressed a desire for more information and engagement with the local community regarding the proposed changes. The importance of involving existing groups working on biodiversity and environmental preservation is highlighted.

#### 4.1.12 ***Maintenance and long term viability***

Several comments mention concerns about the long term maintenance costs of the proposals. There were worries that certain features such as boardwalks might require ongoing expensive maintenance.

#### 4.1.13 ***Prioritisation of expenditure***

Questions were raised about the allocation of funds for the proposed improvements. There are worries that other priorities, such as improving drainage or facilities, should take precedence.

#### **Mixed support**

4.1.14 Clearly the comments only reflect the views of those who answered this additional open ended question. Half did not and the earlier histogram shows a majority (58%) in favour of the idea. However, they provide a useful insight into the reasons for opposition as well as some constructive contributions on access, design, maintenance etc.



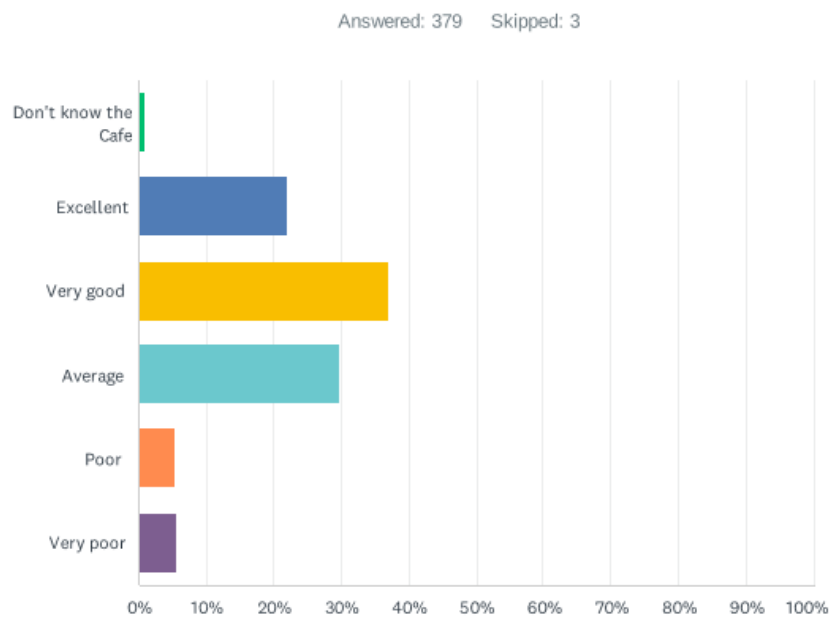
## 4.2. CAFÉ IMPROVEMENTS

4.2.1 Respondents were asked to comment on **improvements to the existing café** including its refurbishment, extended area, an information hub and new enlarged outdoor seating area. They were shown the before and after images below:



4.2.2 Just under 59% thought the proposals were excellent or very good (21.9% and 36.9% respectively). 29.6% thought they were average and 10.8% thought they were poor or very poor.

### Rate the Café area improvements



ANSWER CHOICES	RESPONSES	
Don't know the Cafe	0.79%	3
Excellent	21.90%	83
Very good	36.94%	140
Average	29.55%	112
Poor	5.28%	20
Very poor	5.54%	21
<b>TOTAL</b>		<b>379</b>

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

4.2.3 Respondents were then invited to add any additional comments they would like to make. This also raised quite a few issues among respondents. In all 180 comments were received which are shown verbatim in Appendix 2.

The comments provided highlight a range of opinions regarding the proposed improvements to the café area. (These comments must be seen in the context that *overall* 59% of the sample thought the proposals were excellent or very good). The main points and themes that stand out from the comments are:

#### 4.2.4 ***Mixed reactions to changes***

Some individuals are supportive of improvements, highlighting the need for updates and welcoming additional seating, better facilities and healthier food options. There were 35 comments broadly in favour of the proposals (19%). Others were critical of the proposed changes, expressing concern about the potential destruction of greenery, loss of character and unnecessary alterations. 31 comments came from respondents wanting the Café left as it is (17%). Many accepted the café needed a revamp but felt it should be kept low key and not turned into a crowded 'hot spot'. There were 37 comments on the design (20%) and 16 comments on the food/catering (9%).

#### 4.2.5 ***Seating and space***

Many comments emphasised the need for more seating, both indoor and outdoor, while maintaining a balance to avoid overcrowding and preserve the natural feel of the Heath. Some suggested specific improvements like covered outdoor seating areas for various weather conditions.

#### 4.2.6 ***Food and service***

Numerous comments mentioned the importance of improving food quality, diversity of menu options and affordability of the café. Some called for better food and drink offerings, better catering and potential partnerships with local suppliers. A better café offering was more of a priority with some than the physical improvements.

#### 4.2.7 ***Nature preservation***

Several comments expressed concern about maintaining the natural state of the Heath and not encroaching on green spaces or altering the landscape. A recurring theme was the desire to strike a balance between improvements and preserving the unique character of the Heath, avoiding overdevelopment.

#### 4.2.8 ***Ownership and chains***

There is a desire to keep the café under the existing management and prevent corporate chains from taking over, emphasising the importance of community and affordable pricing.

#### 4.2.9 ***Design and aesthetics***

Opinions on the proposed design varied with some finding it appealing and others considering it unnecessary or lacking innovation. The small thumbnail

visual in the questionnaire made it difficult to see the changes and this was reflected in quite a few answers such as:

Others felt the accent should be more on improving planting around the café, a small wildlife garden perhaps. Other design ideas included more indoor space, more thought for cyclists, a sensory area with aromatic plants, and space for pop-up stalls

#### **4.2.10 *Community and accessibility***

Comments highlighted the café's role as a social hub and the need for a diverse range of visitors to access and enjoy the space. There were calls for accessibility improvements, including better seating for families, dog friendly spaces, and facilities for the disabled.

#### **4.2.11 *Engagement and transparency***

The difficulty of seeing the changes properly among the many who couldn't attend the public consultation day, led to dissatisfaction with the consultation process and the need for clearer explanation of the proposals and detailed plans.

#### **4.2.12 *Visitor experience***

Suggestions for enhancing the visitor experience included play areas for children, educational boards, a visitor centre, a hatch serving drinks, a tie up place for dogs, more recycling bins, and more shade for hot weather conditions.

### 4.3 CHILDRENS PLAY AREA

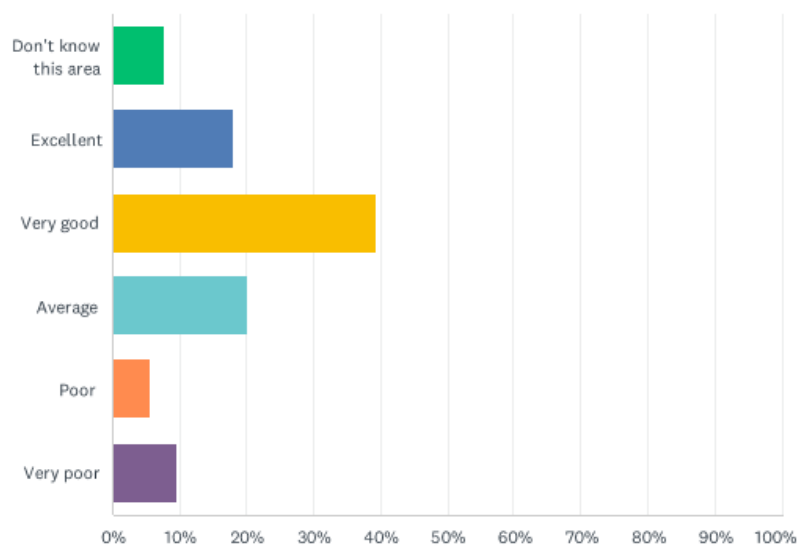
4.3.1 Respondents were asked to comment on the renewal of the Under 5's Children's Play area and were shown the following before and after images:



4.3.2 57% rated the proposals as excellent or very good (18% and 39% respectively). 20% rated them as average and 15% rated them as poor or very poor. 7.7% didn't know this area.

#### Rate the new Children's Play area.

Answered: 378 Skipped: 4



ANSWER CHOICES	RESPONSES	
Don't know this area	7.67%	29
Excellent	17.99%	68
Very good	39.15%	148
Average	20.11%	76
Poor	5.56%	21
Very poor	9.52%	36
<b>TOTAL</b>		<b>378</b>

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

### 4.3.3 Other comments

Respondents were then invited to add any additional comments they would like to make. This also raised issues among some respondents. In all 167 comments were received which are shown verbatim in Appendix 3. Of these 35 were positive, 15 were negative

The main issues and concerns raised by those who added a comment regarding the Children's Play Area (44%) are grouped under the following headings:

**Preserving open space:** Many comments emphasise the importance of maintaining open spaces for picnics, gatherings and imaginative play.

**Balancing nature and development:** Several respondents expressed concerns that the changes might compromise the natural and peaceful atmosphere of the area.

**Overcrowding and noise:** There are worries that the proposed improvements might lead to overcrowding, increased noise and loss of tranquillity.

**Nature and biodiversity:** Some comments highlight the need to consider biodiversity and the impact of changes on the local ecosystem.

**Design and aesthetic:** Aesthetic concerns included the use of certain structures like windmills and bright colours which are seen as not fitting in well with the natural surroundings.

**Accessibility and safety:** Several comments raised issues about ensuring the safety, visibility and accessibility for children of varying ages and abilities.

**Equipment & play features:** There is a desire for improved play equipment, inclusive play structures and creative play features that cater to a variety of age groups. Many comments suggested using natural materials and designs that blended well with the surrounding environment.

Specific requests for additional swings, play structures, water features, shade, and seating areas were mentioned.

Concerns about the long term maintenance of new structures and play features were also raised.

**Community input:** Some comments suggested involving the community in the decision-making process and considering various preferences

**Usage and popularity:** The current popularity and usage of the area are acknowledged with some calling for updates to meet evolving needs.

The comments reflected a range of opinions and concerns, including a desire to maintain the unique character of the play area, while also improving its features for children and families.

#### 4.4 PLAYGROUND IMPROVEMENTS

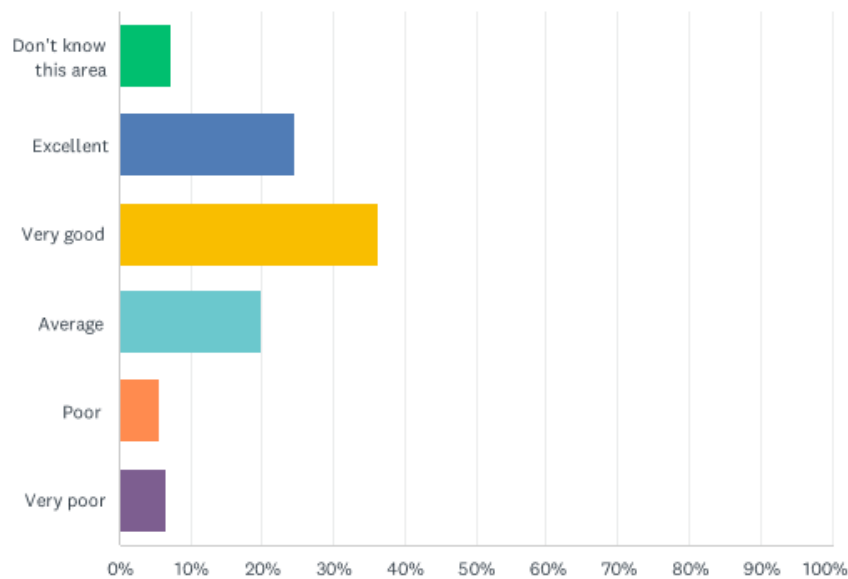
4.4.1 Respondents were then asked to rate the improvements to the Playground for older children and were shown the following before and after images:



4.4.2 60.8% of respondents rated the improvements to this Playground as excellent or very good (24.5% and 36.3% respectively). 20% rated them as average and 12.1% rated them as poor or very poor. 7.3% didn't know this area.

#### Rate the Playground improvements

Answered: 372 Skipped: 10



ANSWER CHOICES	RESPONSES	
Don't know this area	7.26%	27
Excellent	24.46%	91
Very good	36.29%	135
Average	19.89%	74
Poor	5.65%	21
Very poor	6.45%	24
<b>TOTAL</b>		<b>372</b>

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

### 4.4.3 Other comments

Respondents were then invited to add any additional comments they would like to make. In all 162 comments were received which are shown verbatim in Appendix 4.

The main issues and points raised by respondents making comments regarding the playground improvements were as follows

**Safety and accessibility:** Concerns about ensuring the safety of children, avoiding hazards, and making the playground accessible for children of all abilities. Requests to include elements that cater to disabled children, older kids, and teens, ensuring that the playground is inclusive for all age groups and remains engaging and relevant.

**Aesthetics and design:** Opinions on the design of the new structures, included comments about aesthetics, size, and integration with the natural environment. They emphasised the importance of maintaining or enhancing the variety of play opportunities.

Requests were made for visibility and supervision points for parents and carers. Suggestions were made for additional seating for parents and carers, as well as amenities like shade, toilets, and refreshments nearby.

**Current state and maintenance:** Criticisms were made of the current playground's condition, emphasising the need for maintenance, repairs, and improvements.

**Space and utilisation:** Concerns were expressed about the proposed design potentially reducing available playing space or not accommodating multiple activities simultaneously, leading to overcrowding and longer queues. Observations were made that the playground was frequently busy, prompting considerations for managing increased usage resulting from improvements.

**Engagement and consultation:** There were calls for involving children and parents in the decision-making process to ensure that the proposed improvements met their preferences and needs. There were multiple calls for engaging directly with children for input and ideas.

**Natural materials and environment:** Requests for the use of natural materials and incorporating more green elements in the design to enhance the playground's appeal and blend with the park's environment. Voices for sustainability, utilising environmentally friendly materials and considering the ecological impact of the improvements

**Existing play equipment:** Some felt that the current playground was functional and well-liked by children, suggesting that improvements may not be necessary or should be minor. Some respondents expressed satisfaction with the current playground and questioned the need for significant changes.

**Cost and Funding:** There were concerns about spending money on unnecessary improvements, while other areas or facilities might have more pressing needs.

**Integration with Park and Community:** There were calls for ensuring that the improvements aligned with the park's character, views, and existing activities.

**Usage when works are being carried out:** There was concerns about the disruption caused by playground improvements and its impact on families using the park.

#### **4.4.4 Summary of Comments**

Overall, the comments covered a range of opinions on the proposed playground improvements, highlighting the complexity of addressing safety, aesthetics, age-appropriate activities, community engagement, and other considerations in creating a successful and beneficial upgrade.



## 4.5 NEW BALL GAMES AREA

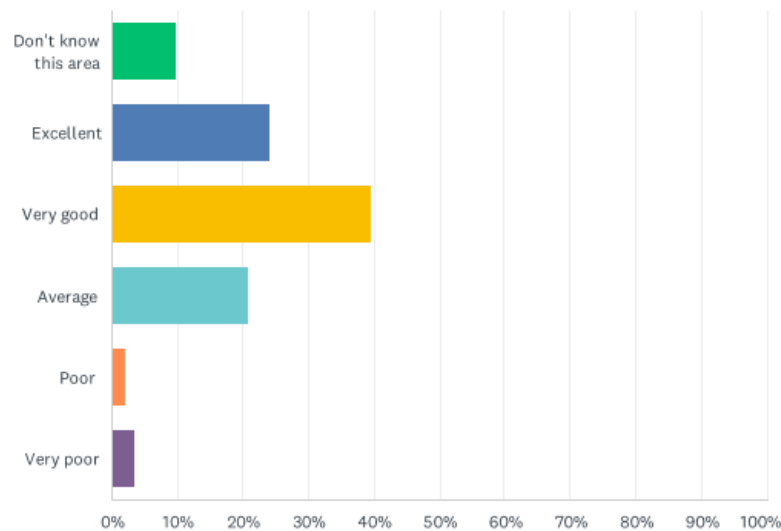
4.5.1 Respondents were then asked for their views on a new Ball Games Area and were shown the following before and after images:



4.5.2 63.7% of respondents rated the improvements as excellent or very good (24% and 39.7% respectively), 20.8% rated them as average and 5.6% rated them as poor or very poor. 9.9% didn't know this area.

### Rate the Ball Games Area improvements

Answered: 375 Skipped: 7



ANSWER CHOICES	RESPONSES	
Don't know this area	9.87%	37
Excellent	24.00%	90
Very good	39.73%	149
Average	20.80%	78
Poor	2.13%	8
Very poor	3.47%	13
<b>TOTAL</b>		<b>375</b>

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

### 4.5.3 Other comments

Respondents were then invited to add any additional comments they would like to make. In all 120 comments were received which are shown verbatim in Appendix 5. Of these 53 were broadly supportive and 17 negative.

The main issues and points raised in the comments regarding the Ball Game Area improvements include:

***Colour choice and aesthetics:*** Concerns about the use of bright colours for the ground, with comments suggesting that the colours are unnecessary, jarring, or not in line with the natural environment of Hampstead Heath.

***Design and integration:*** Comments on the design's urban feel and the need for a design that fits in with the ethos of Hampstead Heath. Suggestions for more subdued colours and a design that blends better with the surroundings.

***Accessibility and usage:*** Questions about who will have access to the area, whether it will be open to the general public, and if there will be any restrictions or booking requirements.

***Fencing and Safety:*** Mixed opinions on the proposed fencing, with some in favour of higher fencing to prevent balls from going over, while others express concerns about the potential for an oppressive or unsafe feeling due to fencing.

***Additional Features:*** Requests for additional features such as more seating, football goals, and mat-based activities like yoga. Some suggestions for more sports to be included beyond basketball.

***Integration with nature:*** Calls to keep the improvements more natural-looking and to ensure that the area remains in harmony with the Heath's natural environment.

***Safety and Lighting:*** Concerns about the safety of the area, suggesting good lighting and potentially cameras to enhance safety and discourage potential trouble.

***Location and Accessibility:*** Comments on the remote location of the area, challenges with access points, and suggestions to consider adapting existing tennis courts for the ball area.

***Usage and appeal:*** Questions about the potential usage of the area and whether it will attract people. Some express that they didn't know the area existed or that it wasn't being used much.

***Multi-functionality and inclusion:*** Suggestions for multi-purpose usage to accommodate various sports and activities beyond just basketball. Concerns about the accessibility and inclusivity of the area, especially for female users.

**Natural look and feel:** Emphasis on maintaining a natural appearance for the area and keeping it in line with the Heath's character.

**Positive reception:** Positive reactions to the idea of the improvements, expressing support and excitement for the addition of designated ball game areas.

**Noise pollution:** Concerns about potential noise pollution affecting nearby residents.

**Sports nets:** Suggestions to ensure sturdy sports nets, especially for basketball. Mention of basketball's popularity and the lack of funding for such facilities.

**Specific sports requests:** Requests for specific sports like football, beach volleyball, and paddle to be considered for the area.

**Curiosity and lack of awareness:** Comments from those who weren't aware of the existing ball game area and express curiosity about the improvements.

**Integration with the Park's Name:** Comments about the name "Parliament Hill Fields" and the association of fields with open grassy spaces rather than hard-surfaced game areas.

**Use of space:** Some view the space as underused and support the idea of repurposing it for ball games.

**Critique of Colour Scheme:** Criticisms of the proposed colour scheme as not appropriate for a sports area and suggestions for resurfacing with sports markings.

**Support for Basketball:** Expressions of support for basketball and netball, noting their popularity and positive impact on the local area.

#### 4.5.4 Summary of comments

Overall, the comments reflected a range of opinions on the proposed improvements, with discussions covering aesthetics, accessibility, usability, and integration with the park's natural environment, safety concerns, and specific sports preferences.

## 4.6 NEW SPLASH PARK

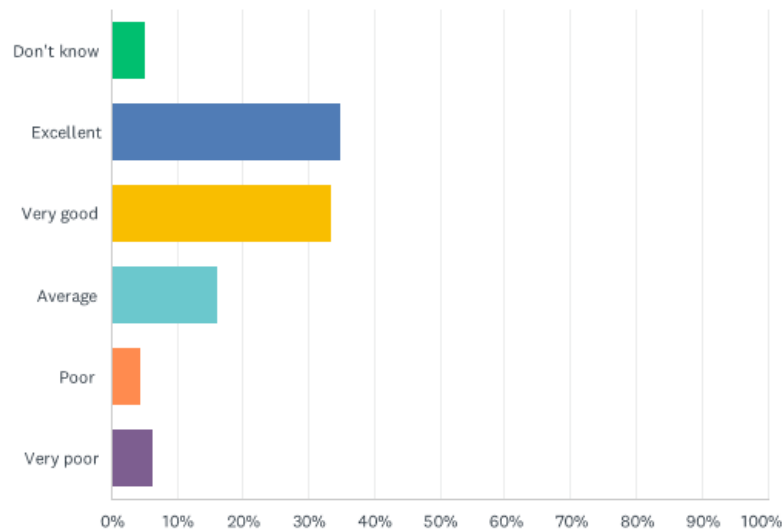
4.6.1 Respondents were asked for their views on a new Splash Park to replace the existing children’s paddling pool and were shown the following before and after images:



4.6.2 68.4% thought the Splash Park idea was excellent or very good (35% and 33.4% respectively), the highest positive score of all the ideas. 15.9% thought it was average and 10.6% thought it was poor or very poor. 5% said don’t know.

### Rate the Splash Park improvements

Answered: 377 Skipped: 5



ANSWER CHOICES	RESPONSES	
Don't know	5.04%	19
Excellent	35.01%	132
Very good	33.42%	126
Average	15.92%	60
Poor	4.51%	17
Very poor	6.10%	23
<b>TOTAL</b>		<b>377</b>

Source: MTW Consultants Ltd: Survey of views on Parliament Hill Area improvements Aug 23

### 4.6.3 Other comments

Respondents were then invited to add any additional comments they would like to make. In all 152 comments were received which are shown verbatim in Appendix 6. In all there were 62 comments supportive of the proposals and 41 wanting to retain the status quo. The others were mixed with many favouring a hybrid scheme including both a Splash Park and paddling pool. These comments should be seen in the context of the high level of overall support for the Splash Park project from the whole sample, with over two thirds believing it to be excellent or very good (35% and 33% respectively).

The main Issues Identified in the comments about the Splash Park improvements was as follows:

***Maintenance and Functionality:*** Many comments highlighted the importance of proper maintenance and keeping the splash park in good working order to ensure its continued enjoyment by children.

***Design Preferences:*** Opinions varied on the design, with some preferring a deeper pool without fountains, while others advocated retaining the existing paddling pool or introducing fountains for added excitement.

Suggestions were made to maintain a mix of options, such as retaining the paddling pool and introducing fountains for variety.

A few comments mentioned the need for the design to be eco-friendly and sustainable.

***Preservation of Current Pool:*** Several comments expressed attachment to the current paddling pool and its uniqueness, suggesting that it remains a beloved facility for children and families. Some preferred the simplicity of the current pool and expressed concerns about excessive features detracting from the natural experience. Some comments appreciated its role in introducing young children to water and providing a familiar, safe space.

***Integration with the Heath environment:*** Concerns were raised about maintaining the calm and natural atmosphere of the Heath and avoiding overly flashy or urban designs that could disrupt the tranquillity.

***Safety and hygiene:*** Safety and hygiene considerations were raised, including the need for shallow areas for toddlers, supervision, and proper water quality.

***Environmental Impact:*** A few respondents questioned the environmental impact and water wastage associated with fountains, especially in light of ecological concerns. The amount of water usage and potential conservation measures were mentioned. A few comments expressed concern that the proposed changes could introduce urban elements that don't align with the Heath's natural environment.

**Sustainability:** Questions arose about the seasonal nature of the splash park and its usage during the rest of the year, as well as the potential for noise and disruption during construction.

**Seating and Shade:** Many respondents appreciated the addition of more seating and suggested the importance of shaded areas for parents and carers. The need for sufficient shading and comfortable seating for parents and caregivers is emphasised.

**Children's Preferences:** Different views are expressed regarding whether children prefer fountains or sitting in a pool of water, highlighting the diversity of preferences. Many comments expressed positivity about the improvements benefiting young children and offering a safer and more engaging experience.

**Cost and allocation of funds:** Several respondents questioned the cost-effectiveness of the project and suggested allocating funds to other areas. Some raised concerns about the allocation of resources for the splash park versus other amenities such as the ponds.

**Community engagement:** Some comments expressed dissatisfaction with the survey design, stating that it does not adequately represent the current usage of the space.

**Year-round usage:** The concern about the limited seasonal usage of water-related facilities like the splash park was mentioned, with some advocating for more year-round usability.

**Hygienic and safe use:** Hygiene and safety are mentioned as important considerations, particularly with regard to the behaviour of children near water.

**Integration with playground and facilities:** Suggestions are made to integrate the splash park with nearby playground facilities and provide adequate seating and amenities for carers.

**Supervision and Access Rules:** Ideas included having supervision rules and age restrictions for entry, as well as prohibiting dogs from the area.

**Accessibility:** Questions are raised about access for individuals with disabilities, toilets, and whether the attraction will remain unticketed.

#### 4.6.4 Summary of comments

Overall, the main issues revolved around design preferences, the preservation of the current paddling pool, maintaining the Heath's natural atmosphere, safety, sustainability, equitable access, and the inclusion of shading and seating. There are also concerns about cost-effectiveness, noise, and seasonal usage patterns.

## 5. COMMENTS ABOUT OTHER SPACES IN THE PARLIAMENT HILL AREA

Respondents were invited to add any other comments, questions or concerns about any of the other spaces in the PHA. In all 157 comments were received. These are shown verbatim in Appendix 7.

A summary of the main issues and concerns expressed in the comments regarding other spaces in the PHA is shown below:

**Preservation of natural beauty:** Many respondents expressed a strong desire to maintain the natural beauty and open spaces of Hampstead Heath. There are concerns that proposed changes could negatively impact the unique atmosphere and biodiversity of the area.

**Overdevelopment:** Concerns were raised about potential over development and commercialisation, with worries that new facilities or structures might alter the character of the Heath and lead to increased congestion and litter.

**Biodiversity and wildlife:** There was a consistent emphasis on protecting wildlife habitats and promoting biodiversity. Some suggested creating managed wildlife areas or wildflower meadows as part of any improvements.

**Maintenance and safety:** Many comments addressed the need for better maintenance, including repairing broken equipment, upgrading paths, and addressing safety concerns in playgrounds and other areas.

**Accessibility and facilities:** Some respondents requested improved facilities, such as more improved toilets, benches, drinking fountains, water bottle refill stations, and cycle paths. Others emphasised the importance of accessible paths for pedestrians, cyclists, and families with children. Others are worried about the imposition of charges for new facilities.

**Consultation and transparency:** Several individuals expressed a desire for more inclusive and transparent consultation processes with the local community and stakeholders before implementing any changes to the Heath.

**Specific Suggestions:** There were specific suggestions for enhancements, including floodlights on the tennis courts and a water fountain, additional seating areas, cycle paths, improved toilets and signage, a fenced area specifically for dogs to run around in, a clubhouse for the Rugby Club, improvements to the PHA entrance from Highgate Road and the Hive building.

**Cafe and Visitor Centre:** Opinions varied regarding the proposed cafe improvements or visitor centre, with some welcoming the idea for improved amenities and others cautioning against potential commercialisation.

**Community and Family-Friendly Spaces:** Many comments focussed on creating safe and enjoyable spaces for families and children, including playgrounds, picnic areas, and events.

***Balance and integration:*** Respondents highlighted the need for any improvements to strike a balance between enhancing the Heath's offerings and preserving its natural, peaceful character.

It's important to note that while some respondents expressed concerns and reservations, others welcomed certain improvements and enhancements, reflecting a diversity of opinions and priorities among the users of Hampstead Heath.



## **6. SUBMISSION FROM THE HEATH & HAMPSTEAD SOCIETY**

### **6.1 Introduction**

The Heath & Hampstead Society submitted a written response to the consultation after the on-line survey had closed due to not being aware of the link and the deadline. It was felt that the views of this key stakeholder must be taken into account so the main points they have raised are summarised here. Their full submission is shown in Appendix 9. Some of their comments related to the wider Masterplan in addition to the 6 selected areas.

### **6.2 General comments on the Masterplan and selected improvements**

The Society supports proposals for improvement of sports facilities and grounds, playgrounds and facilities at and around the Parliament Hill Café.

#### ***Playgrounds***

They would like some of the playground area to be allocated to outdoor exercise facilities for adults, including older adults.

#### ***Café***

They would like to see a dedicated nature interpretation centre integrated with the café to educate visitors on the biodiversity of the Heath.

#### ***The Hive***

They would support the improvement of the Hive and its facilities but feel these should support the work of Heath Hands rather than a new café.

#### ***The Broad Walk***

We would like to see in the Master Plan the re-instatement of the planting of a line of oak trees along the Broad Walk. This proposal had been accepted by the City of London but was not included in the Masterplan.

### **6.3 The New Wetlands Area**

The Society strongly supports the idea of safeguarding playing fields and adapting to climate change by establishing a wetland that serves as both drainage infrastructure and a biodiverse habitat in a nature-deprived section of the Heath. However, the specific proposed plan is not endorsed. Previous talks with the City of London led to the identification of a wetland and woodland strip along the east side of football pitches from the Broad Walk to the Lido area, where drainage is particularly problematic. This corridor is recognized as vital for local biodiversity. A nature recovery network connecting Heath, Parliament Hill, and other Camden SINC's was backed by the City of London in anticipation of increased foot traffic due to the proposed "Heath Line."

Although the initial plan changed due to a gas pipe concern, the new wetland location on the north side of the Lido lacks the same biodiversity potential and

connectivity. Instead it creates a strip of wetland that runs west to a low quality railside woodland not managed by the City of London.

The artist's depiction emphasises recreational rather than conservation value, raising concerns about foot traffic impact. A request is made to discuss the gas pipeline issue and the purpose and design of the wetland, with the goal of preserving the habitat corridor either within this development or as a separate component of the Master Plan.

# Hampstead Heath

Registered Charity

# Parliament Hill Masterplan - a vision of the future

The map below shows the ideas set out for the Parliament Hill Masterplan. These are just ideas at the moment and a budget needs to be found to deliver them.

## Landscape Masterplan Concept proposal



Example of low level lighting which could be used to improve safety and accessibility. Map key - 21.



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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	29 November 2023
<b>Subject:</b>	<b>Public</b>
Risk Management Update Report	
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	1, 2, 4, 11, 12
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>Report of:</b>	<b>For decision</b>
Bob Roberts, Interim Executive Director Environment	
<b>Report author:</b>	
Joanne Hill, Environment Department	

## Summary

This report is presented to provide the Hampstead Heath, Highgate Wood and Queen's Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood and Queen's Park Kilburn (charity number 232986). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

Each of the charities holds a risk register which is summarised in the main body of this report and provided in full at Appendices 2 and 3.

## Recommendation

**Hampstead Heath, and Highgate Wood and Queen's Park risk management:** Members are asked to confirm, on behalf of the City Corporation as trustee, that the registers appended to this report satisfactorily set out the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

## **Main Report**

### **Background**

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives an update on the risks of the charity or charities relevant to that Committee every quarter. Detailed risk registers are presented to Committees every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
4. The Interim Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Each of the charities for which your Committee is responsible holds a risk register. All risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood - impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The risk register for Hampstead Heath and the risk register for Highgate Wood and Queen's Park are summarised in the main body of this report and the detailed registers are provided Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.
7. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director. The Cross-Divisional risks were presented to the Natural Environment Board for decision on 16 October 2023.

### **Current Position**

#### **Hampstead Heath Risks**

8. The Hampstead Heath Risk Register, summarised below and at Appendix 1, contains twelve risks (one RED, ten AMBER, one GREEN) which are owned

and managed by the Assistant Director, North London Open Spaces, and his Management Team.

- **ENV-NE-HH 007:** Maintenance of buildings and equipment (RED, 16)
- **ENV-NE-HH 001:** Budget reduction and income loss (AMBER, 12)
- **ENV-NE-HH 004:** Climate and weather (AMBER, 12)
- **ENV-NE-HH 002:** Long-term damage to site (AMBER, 8)
- **ENV-NE-HH 003:** Outbreak of fire in woodland/heathland (AMBER, 8)
- **ENV-NE-HH 006:** Health and safety incidents (AMBER, 8)
- **ENV-NE-HH 009:** Supervised water facilities (AMBER, 8)
- **ENV-NE-HH 010:** Maintenance of water bodies (AMBER, 8)
- **ENV-NE-HH 011:** Recruitment and retention of staff (AMBER, 8)
- **ENV-NE-HH 013:** Tree failure (AMBER, 8)
- **ENV-NE-HH 005:** Plant and tree disease (AMBER, 6)
- **ENV-NE-HH 008:** Local planning issues (GREEN, 4)

### **Highgate Wood and Queen's Park Risks**

9. The Highgate Wood and Queen's Park Risk Register, summarised below and at Appendix 2, contains ten risks (one RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.

- **ENV-NE-HWQP 007:** Maintenance of buildings and equipment (RED, 16)
- **ENV-NE-HWQP 001:** Budget reduction and income loss (AMBER, 12)
- **ENV-NE-HWQP 004:** Climate and weather (AMBER, 12)
- **ENV-NE-HWQP 002:** Long-term damage to site (AMBER, 8)
- **ENV-NE-HWQP 003:** Outbreak of fire in woodland/heathland (AMBER, 8)
- **ENV-NE-HWQP 006:** Health and safety incidents (AMBER, 8)
- **ENV-NE-HWQP 009:** Recruitment and retention of staff (AMBER, 8)
- **ENV-NE-HWQP 011:** Tree failure (AMBER, 8)
- **ENV-NE-HWQP 005:** Plant and tree disease (AMBER, 6)
- **ENV-NE-HWQP 008:** Local planning issues (GREEN, 4)

10. Since the date of the last report to your Committee, all risks have been reviewed. The following risks, which are common to both charities, have been reassessed as follows:

#### **a) Maintenance of buildings and equipment (RED, 16)**

This risk is on the register of both charities and has been held at its current score of Red 16 (Likelihood: Likely / Impact: Major) since June 2022. Prior to that it was held at a score of Amber 12 (possible / major) for two years.

Officers continue to do all they can to reduce this risk, including liaising with colleagues in the City Surveyor's Department to resolve service delivery issues; to notify them of defects; and to highlight the need for increased fund allocation for urgent works. However, we recognise that finding a solution is a complex issue which requires further consideration and collaboration to identify and agree a range of options.

We are confident that, by undertaking the actions outlined in the detailed risk registers, we can begin to reduce the risk to both charities and have, therefore, set a target to reduce the risk likelihood to 'possible' rather than 'likely' (an overall score of Amber 12) by the end of 2024.

The risk may be affected by the results of the ongoing evaluation of the presence, or lack thereof, of RACC in CoL buildings and facilities. Officers are supporting the City Surveyor's Department, and the organisation's Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor's. When there is more certainty around the existence of RACC and its potential impact, the risk will be reassessed and rescored if appropriate.

**b) Outbreak of fire in woodland/heathland (AMBER, 8)**

This risk is largely seasonal and, as such, the current score has been reduced to 8 (unlikely / major) to reflect the lower likelihood of fires during the winter months. The risk will be kept under review and reassessed as appropriate.

**c) Delivery of Capital Projects**

The risk has been removed from the risk register of both charities as it is sufficiently addressed as part of the 'Maintenance of buildings and equipment risk'.

**Risk Management Process**

11. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
12. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system.
13. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

**Identification of New Risks**

14. New and emerging risks are identified through several channels, including:
  - Directly by Senior Leadership Teams as part of the regular review process.
  - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
  - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.



### **Corporate and Strategic Implications**

15. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
16. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment Division's emerging strategies.
17. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

### **Conclusion**

18. The proactive management of risk, including the reporting process to Members, demonstrates that the Natural Environment Division of the Environment Department is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

### **Appendices**

- Appendix 1 – Hampstead Heath Risk Register
- Appendix 2 – Highgate Wood and Queen's Park Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

### **Contact**

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# Hampstead Heath Risk Register

Generated on: 14 November 2023

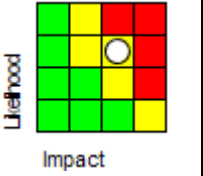
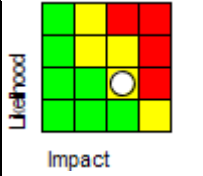


Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
P 001 V-NE-HH Maintenance of Buildings and Facilities	<p><b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme.</p> <p><b>Event:</b> Operational or public buildings become unusable.</p> <p><b>Effect:</b> Potential serious injury to a member of the public or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.</p>		<p>16</p>	<p>We aim to reduce this risk to the target score of 12 by undertaking the following actions:</p> <p>An asset management review is in progress across the whole of the Natural Environment Division; achievement of the following proposed aims will mitigate the risk:</p> <ul style="list-style-type: none"> <li>• Review of how the risk is managed by enabling Natural Environment charities to have a budget to deal with assets and infrastructure repair. This will link to the charity review and internal discussions with other departments.</li> <li>• The Natural Environment Charities Review will seek to provide greater autonomy to the charities in organising and delivering small repairs. This is with the objective</li> </ul>		<p>12</p>	<p>31-Dec-2024</p>	

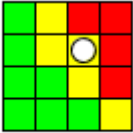
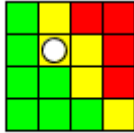

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 76</p> <p>10-Aug-2015 Bill LoSasso; Jonathan Meares</p>				<p>that repairs can be delivered with greater agility and value. Further, the charities may seek to use local SME suppliers, providing benefits to the local community.</p> <ul style="list-style-type: none"> <li>The Assistant Director will oversee detailed asset management plans for the charities which will assess priorities for interventions and budgetary requirements. These asset management plans will be informed by infrastructure surveys where appropriate. A prioritised list of maintenance works will be produced and will be reviewed regularly.</li> </ul> <p>The risk may be affected by the results of the ongoing evaluation of the presence, or lack thereof, of RACC in CoL buildings and facilities. Officers are supporting the City Surveyor’s Department, and the organisation’s Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor’s.</p> <p>We have kept the current risk score at 16 until there is more certainty about the presence or absence of RACC, at which point we will reassess as appropriate.</p> <p><b>14 Nov 2023</b></p>			<p>Reduce</p>	<p>Constant</p>
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget.  The corporate Facilities Management contract was recently renewed/replaced; we will monitor the situation over the coming months and reassess the risk if appropriate.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 007b	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	This is an ongoing action.  Client Liaison meetings are taking place at least quarterly.  APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's. We continue to work with CSD to resolve service delivery issues.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 007d	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 007e	Asset management review.	A full review of Natural Environment assets is underway. The outcome will include detailed asset management plans for Hampstead Heath.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Dec-2024
ENV-NE-HH 007f	Support the City Surveyor's Department to determine the presence or absence of RACC.	Officers continue to support the City Surveyor's Department, and the organisation's Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor's.	Bill LoSasso; Jonathan Meares; Charlotte Williams	14-Nov-2023	30-Nov-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH <b>001 Budget Reduction and Income Loss</b>  24-Feb-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. <b>Event:</b> Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. <b>Effect:</b> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).		12	The new operational structure is tighter and focussed on income generation but we will not have staff resources to achieve income targets until all vacant posts are filled. The target has been set to reduce the score to 8 by the end of the financial year.  <b>02 Nov 2023</b>		8	31-Mar-2024	Constant
							Reduce	

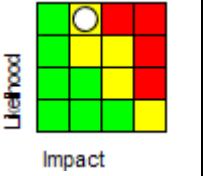
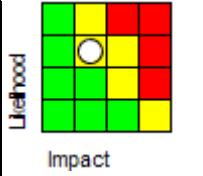

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a	Monitor budgets monthly and consider income generation opportunities.	Regular reviewing and forecasting of the budget position is undertaken with the Chamberlain's Department.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 001c	Appoint Head of Business Development	The new structure includes the appointment of a Head of Business Development for North London Open Spaces who will focus on income generation.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Dec-2024

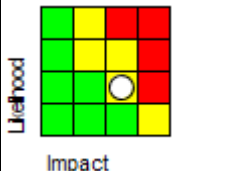
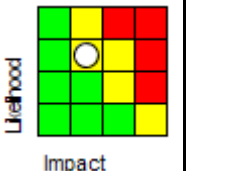

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-HH 004 Climate and Weather</p> <p>24-Feb-2022 Bill LoSasso; Jonathan Meares</p>	<p><b>Cause:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. <b>Event:</b> More frequent and severe storm damage, flooding, and fires. <b>Effect:</b> Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.</p>		<p>12</p>	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>There is an increased chance of flash flooding at Golders Hill Park and South End Green due to run-off from the ponds.</p> <p>Extreme weather events continue to be managed.</p> <p>MET office Storm Centre warnings are monitored.</p> <p>MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project.</p> <p>MET Office Fire Severity Index is monitored.</p> <p><b>02 Nov 2023</b></p>		<p>6</p>	<p>31-Mar-2024</p>	
						<p>Reduce</p>	<p>Constant</p>	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event.	Trigger Event Policy is embedded into our Business as Usual and ways of working.  Met Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.  Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.	Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 004b	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.	Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 004c	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.  The Protocol is currently undergoing its scheduled review and being updated as necessary.	Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024

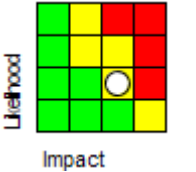
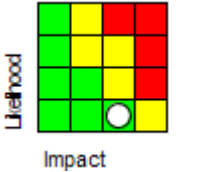


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HH 002 Long-term damage to site</b>  Page 31 Feb-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. <b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers. <b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.		<b>8</b>	The current risk remains at the same level.  Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.  Achievement of target score for 2024 is contingent upon funding and support for restoration works.  <b>02 Nov 2023</b>		<b>6</b>	31-Mar-2024	  Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> <li>• Additional monitoring and ecological assessments required.</li> <li>• Messaging via social media asking visitors to use the site responsibly.</li> <li>• Regular Ranger and Constabulary activity.</li> <li>• Programmed restoration work is ongoing.</li> </ul> Target set for 2024 as we expect this to be a long-term mitigation exercise	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Mar-2024


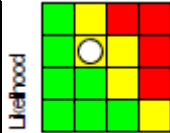

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland</b>  Page 82 02 Aug-2015 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson. <b>Event:</b> Large-scale fire / increased frequency of fires. <b>Effect:</b> Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.		<b>8</b>	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  The current risk score has been decreased to Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers.  A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious).  <b>02 Nov 2023</b>		<b>6</b>	31-Mar-2024	  Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits are reviewed annually and will be reviewed again before summer 2024. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 003b	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. The Trigger Event Policy complements this plan. Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024

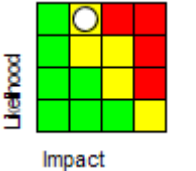
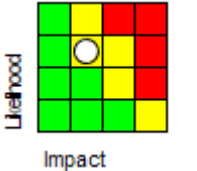

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 006 Health and Safety Incidents  10-Aug-2015 Bill LoSasso; Jonathan Meares	<p><b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health &amp; Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public.</p> <p><b>Event:</b> Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public.</p> <p><b>Effect:</b> Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.</p>		8	<p>The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A Health and Safety Adviser has carried out a site audit; most of the priority actions have now been addressed.</p> <p><b>02 Nov 2023</b></p>		4	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a	Continue with annual H&S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing action and reviewed annually.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 006b	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 006c	Manage the ponds and lido to reduce the likelihood of unauthorised access and drowning.	Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. Casual staff are used to bolster the full-time workforce and FTC staff are employed during the busy summer period.	Paul Maskell; Charlotte Williams	02-Nov-2023	31-Mar-2024

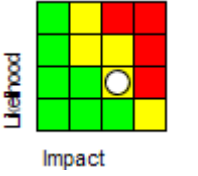
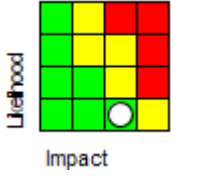
		The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds. We also have regular patrols by both Constabulary and Heath Rangers to monitor and to help with compliance.			
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HH 009 Supervised water facilities</b>  10-Aug-2015 P. LoSasso; Paul Maskell	<b>Cause:</b> Improper use of water bodies: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks. <b>Event:</b> Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. <b>Effect:</b> Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	 Likelihood Impact	<b>8</b>  The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities.  Measures are in place to ensure the health and safety of staff and visitors, but pressure due to high attendance means the likelihood of the risk occurring must remain at the same level.  This risk is partly mitigated by the continuation of the booking system which controls the number of people who are admitted during the busiest periods.  <b>02 Nov 2023</b>	 Likelihood Impact	<b>6</b>	31-Mar-2024	  Constant	
						Reduce		

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a	Training for lifeguards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Paul Maskell	02-Nov-2023	31-Mar-2024
ENV-NE-HH 009b	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by the Ranger Team as part of their weekly patrols and defects are reported for repair or replacement.	Paul Maskell	02-Nov-2023	31-Mar-2024
ENV-NE-HH 009c	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Safety equipment is checked weekly by lifeguards and monthly by Rangers as part of their patrols. Defects are reported for repair or replacement.	Paul Maskell	02-Nov-2023	31-Mar-2024

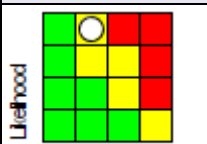
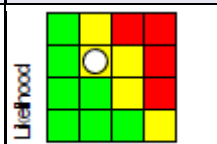

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HH 010</b> <b>Maintenance of water bodies</b>  Page 36 Jun-2022 Phil LoSasso; Jonathan Meares	<b>Cause:</b> Lack of maintenance of established water bodies across the sub-division. <b>Event:</b> Water bodies are not maintained to an acceptable and safe standard. <b>Effect:</b> Decrease in the quality of maintenance of the water bodies. Ponds are dynamic landscape features which require management in order to be conserved into the future: failing to maintain water bodies may result in a decrease in ecological and habitat improvements.		8	The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity.  The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate.  Officers are working on installing new aeration equipment by Spring 2024.  <b>02 Nov 2023</b>		6	31-Jul-2024	  Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations.	Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 010b	Install aeration equipment	Officers are working on installing new aeration equipment by Spring 2024.		02-Nov-2023	30-Jul-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HH 011 Recruitment and retention of staff</b>  25-Jun-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. <b>Event:</b> Division is unable to maintain the spaces to an acceptable standard. <b>Effect:</b> Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.		8	The current risk score remains as Amber 8 as the new structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded.  <b>02 Nov 2023</b>		4	30-Sep-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 011b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HH 011c	Embed new operational structure.	Support and training will be provided for existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	30-Sep-2024

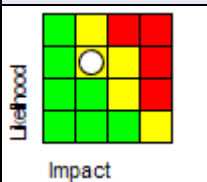
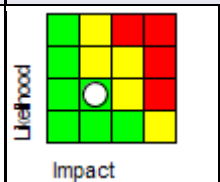

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HH 013 Tree failure</b>  01-Feb-2023 Bill LoSasso; Jonathan Meares	<p><b>Cause:</b> Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>		<p><b>8</b></p>	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing relevant parts of the Heath or Golders Hill Park in extreme weather conditions.</p> <p>Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible.</p> <p><b>02 Nov 2023</b></p>		<p><b>6</b></p>	<p>31-Mar-2024</p>	
		<p>Reduce</p>			<p>Constant</p>			

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 013a	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.</p> <p>A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p>	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024

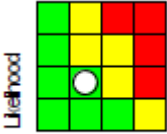
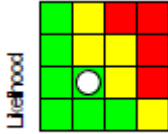


ENV-NE-HH 013b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 013c	Annual tree management audit carried out by external consultant.	An annual review of systems and inspections is undertaken by an independent external consultant	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 013d	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy is being reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 013e	Liaise with local authorities regarding possibility of road closures during severe storms.	We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-HH 005 Plant and Tree Disease</p>	<p><b>Cause:</b> Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites.  <b>Event:</b> Tree disease including Massaria, Ash Dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.  <b>Effect:</b> Service capability disrupted; public access to sites restricted; tree decline; reputational damage; substantial cost of removal of OPM; risk to human health from OPM.</p>		<p>6</p>	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with</p>		<p>4</p>	<p>31-Oct-2024</p>	

10-Aug-2015 Bill LoSasso; Jonathan Meares				tree damage (which may be associated with pests/disease). <b>02 Nov 2023</b>			Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 005a	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 005b	Identification and treatment of Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.	Jonathan Meares	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-HH 008 Local Planning Issues</p> <p>23-Jun-2016 Bill LoSasso; Jonathan Meares</p>	<p><b>Cause:</b> Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities.</p> <p><b>Event:</b> Large houses, buildings or other developments on land affecting Hampstead Heath.</p> <p><b>Effect:</b> Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time.</p> <p>We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division.</p> <p>Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space.</p> <p><b>02 Nov 2023</b></p>	 <p>Likelihood</p> <p>Impact</p>	<p>4</p>	<p>Accept</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which may impact Hampstead Heath. Work collaboratively with local community and civic societies.	Ongoing, division make representations as necessary.	Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 008b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HH 008c	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	02-Nov-2023	31-Mar-2024

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# Highgate Wood and Queens Park Risk Register

Generated on: 14 November 2023



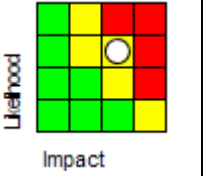
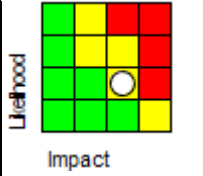
Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>P</b> <b>SE000</b> V-NE- WQP 007 <b>Maintenance of buildings and Facilities</b>	<b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme. <b>Event:</b> Operational or public building become unusable. <b>Effect:</b> Potential serious injury to a member of the public, or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.	 Likelihood Impact	<b>16</b>	We aim to reduce this risk to the target score of 12 by undertaking the following actions:  An asset management review is in progress across the whole of the Natural Environment Division; achievement of the following proposed aims will mitigate the risk: <ul style="list-style-type: none"> <li>• Review of how the risk is managed by enabling Natural Environment charities to have a budget to deal with assets and infrastructure repair. This will link to the charity review and internal discussions with other departments.</li> <li>• The Natural Environment Charities Review will seek to provide greater autonomy to the charities in organising and delivering small repairs. This is with the objective</li> </ul>	 Likelihood Impact	<b>12</b>	31-Dec-2024	

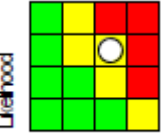
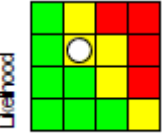

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 96</p> <p>24-Feb-2022 Bill LoSasso; Jonathan Meares</p>				<p>that repairs can be delivered with greater agility and value. Further, the charities may seek to use local SME suppliers, providing benefits to the local community.</p> <ul style="list-style-type: none"> <li>The Assistant Director will oversee detailed asset management plans for the charities which will assess priorities for interventions and budgetary requirements. These asset management plans will be informed by infrastructure surveys where appropriate. A prioritised list of maintenance works will be produced and will be reviewed regularly.</li> </ul> <p>The risk may be affected by the results of the ongoing evaluation of the presence, or lack thereof, of RACC in CoL buildings and facilities. Officers are supporting the City Surveyor’s Department, and the organisation’s Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor’s.</p> <p>We have kept the current risk score at 16 until there is more certainty about the presence or absence of RACC, at which point we will reassess as appropriate.</p> <p><b>14 Nov 2023</b></p>			<p>Reduce</p>	<p>Constant</p>
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget.  The Corporate Facilities Management contract was recently renewed/replaced. We will keep the situation under review to monitor any changes and reassess this risk accordingly	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 007b	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	This is an ongoing action.  Client Liaison meetings are taking place at least quarterly.  APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's Department. We continue to work with the CSD to resolve service delivery issues.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 007e	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 007f	Asset management review.	A full review of Natural Environment assets is underway. The outcome will include detailed asset management plans for Hampstead Heath, Highgate Wood and Queen's Park.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Dec-2024
ENV-NE-HWQP 007g	Support the City Surveyor's Department to determine the presence or absence of RACC.	Officers continue to support the City Surveyor's Department, and the organisation's Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor's.	Bill LoSasso; Jonathan Meares; Charlotte Williams	14-Nov-2023	30-Nov-2024

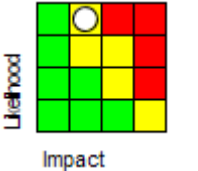
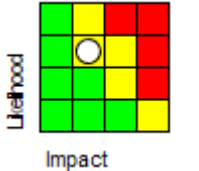
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ENV-NE-HWQP 001 <b>Budget Reduction &amp; Income Loss</b>  24-Feb-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. <b>Event:</b> Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. <b>Effect:</b> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).		12	The new operational structure is tighter and focussed on income generation but we will not have staff resources to achieve income targets until all vacant posts are filled. The target has been set to reduce the score to 8 by the end of the financial year.  <b>02 Nov 2023</b>		8	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a	Monitor budgets monthly and consider income generation opportunities.	Regular reviewing and forecasting of the budget position is undertaken with the Chamberlain's Department.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 001b	Appoint Head of Business Development	The new structure includes the appointment of a Head of Business Development for North London Open Spaces who will focus on income generation.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p><b>ENV-NE-HWQP 004 Climate and Weather</b></p> <p>10-Aug-2015 Bill LoSasso; Jonathan Meares</p>	<p><b>Cause:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently.  <b>Event:</b> More frequent and severe storm damage, flooding, and fires.  <b>Effect:</b> Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.</p>	<p><b>12</b></p>  <p>Lielihood Impact</p>		<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>Extreme weather events continue to be managed.</p> <p>MET office Storm Centre warnings are monitored.</p> <p>MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project.</p> <p>MET Office Fire Severity Index is monitored.</p> <p><b>02 Nov 2023</b></p>	<p><b>6</b></p>  <p>Lielihood Impact</p>		<p>31-Mar-2024</p> <p>Reduce</p>	<p></p> <p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-	Alerts issued to staff via Met Office.	Trigger Event Policy is embedded into our Business as Usual and ways of working.	Jonathan	02-Nov-	31-Mar-

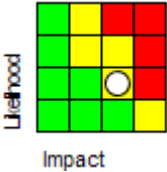
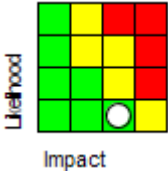

HWQP 004a	Review processes 6 monthly or following an extreme weather event	<p>Met Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.</p> <p>Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.</p>	Meares; Charlotte Williams	2023	2024
ENV-NE-HWQP 004b	<p>Site plans reviewed annually or following incident if appropriate.</p> <p>Reviews usually conducted in September and agreed later in the year.</p>	Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.	Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 004c	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	<p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.</p> <p>The Protocol is currently undergoing its scheduled review and being updated as necessary.</p>	Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HWQP 002</b> <b>Long-term damage to site</b>  Feb-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. <b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers. <b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.		8	The current risk remains at the same level.  Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.  Achievement of target score for 2024 is contingent upon funding and support for restoration works.  <b>02 Nov 2023</b>		6	31-Mar-2024	Constant
							Reduce	

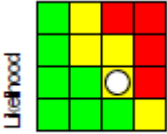
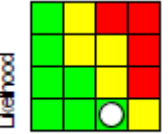

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 002a	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> <li>• Additional monitoring and ecological assessments required.</li> <li>• Messaging via social media asking visitors to use the site responsibly.</li> <li>• Regular Ranger and Constabulary activity.</li> <li>• Programmed restoration work is ongoing.</li> </ul> Target set for 2024 as we expect this to be a long-term mitigation exercise.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HWQP 003</b> <b>Outbreak of fire in woodland / heathland</b>  Feb-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson <b>Event:</b> Large-scale fire / increased frequency of fires. <b>Effect:</b> Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	 Likelihood Impact	<b>8</b>	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  The current risk score has been decreased to Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers.  A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious).  <b>02 Nov 2023</b>	 Likelihood Impact	<b>6</b>	31-Mar-2024	  Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 003a	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits are reviewed annually and will be reviewed again before summer 2024. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 003b	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. The Trigger Event Policy complements this plan. Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Bill LoSasso; Jonathan Meares; Jennifer Wood	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HWQP 006 Health and Safety Incidents</b>  24-Feb-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health & Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. <b>Event:</b> Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. <b>Effect:</b> Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.		8	The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A Health and Safety Adviser has carried out a site audit; most of the priority actions have now been addressed.  <b>02 Nov 2023</b>		4	31-Mar-2024	  Constant
							Reduce	

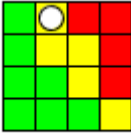
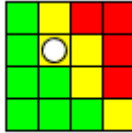
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 006a	Continue with annual H&S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing action and reviewed annually.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 006b	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HWQP 009 Recruitment and Retention of Staff</b>  25-Jun-2022 Bill LoSasso; Jonathan Meares	<b>Cause:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. <b>Event:</b> Division is unable to maintain the spaces to an acceptable standard. <b>Effect:</b> Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.	 Likelihood Impact	<b>8</b>	The current risk score remains as Amber 8 as the new structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded.  <b>02 Nov 2023</b>	 Likelihood Impact	<b>4</b>	30-Sep-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 009c	Embed new operational structure.	Support and training will be provided for existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov-2023	30-Sep-2024

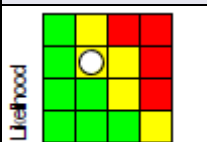
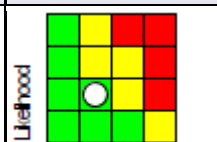
Page 104



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 011 <b>Tree failure</b>  02-Feb-2023 Bill LoSasso; Jonathan Meares	<p><b>Cause:</b> Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>	 <p>Life/hood Impact</p>	<p><b>8</b></p>	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions.</p> <p>Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible.</p> <p><b>02 Nov 2023</b></p>	 <p>Life/hood Impact</p>	<p><b>6</b></p>	<p>31-Mar-2024</p> <p>Reduce</p>	<p>Constant</p>

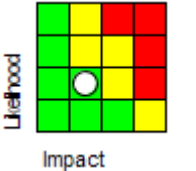
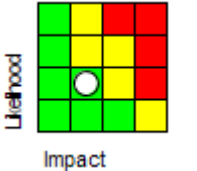
Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 011a	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.</p> <p>A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p>			David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024

		Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.			
ENV-NE-HWQP 011b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate.	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 011c	Annual tree management audit carried out by external consultant	An annual review of systems and inspections is undertaken by an independent external consultant.	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 011d	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy is being reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	David Humphries; Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 011e	Liaise with local authorities regarding possibility of road closures during severe storms.	We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.	Bill LoSasso; Jonathan Meares	02-Nov-2023	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-HWQP 005 Plant and Tree Disease</p>	<p><b>Cause:</b> Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.  <b>Event:</b> Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.  <b>Effect:</b> Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>		<p>6</p>	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with</p>		<p>4</p>	<p>31-Oct-2024</p>	<p>■</p>

24-Feb-2022 Bill LoSasso; Jonathan Meares				tree damage (which may be associated with pests/disease). <b>02 Nov 2023</b>			Accept	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 005a	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 005b	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.	Jonathan Meares	02-Nov-2023	31-Mar-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>ENV-NE-HWQP 008 Local Planning Issues</b>  24-Feb-2022 E LoSasso; Jonathan Meares	<b>Cause:</b> Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. <b>Event:</b> Large houses, buildings or other developments on land affecting the sites. <b>Impact:</b> Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.		4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time.  We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division.  <b>02 Nov 2023</b>		4	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 008a	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Work collaboratively with local community and civic societies.	Ongoing, the Division makes representations as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	02-Nov-2023	31-Mar-2024
ENV-NE-HWQP 008b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	02-Nov-2023	31-Mar-2024

<p>ENV-NE-HWQP 008c</p>	<p>The North London division monitors planning activity in order to ensure it does not impact the open spaces.</p>	<p>Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored.</p> <p>Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.</p>	<p>Jonathan Meares</p>	<p>02-Nov-2023</p>	<p>31-Mar-2024</p>
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**City of London Corporation Risk Matrix (Black and white version)**

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom right (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right (D) below, a green risk is one that just requires actions to maintain that rating.

**(A) Likelihood criteria**

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

**(B) Impact criteria**

Impact title	Definitions
Minor (1)	<b>Service delivery/performance:</b> Minor impact on service, typically up to one day. <b>Financial:</b> financial loss up to 5% of budget. <b>Reputation:</b> Isolated service user/stakeholder complaints contained within business unit/division. <b>Legal/statutory:</b> Litigation claim or find less than £5000. <b>Safety/health:</b> Minor incident including injury to one or more individuals. <b>Objectives:</b> Failure to achieve team plan objectives.
Serious (2)	<b>Service delivery/performance:</b> Service disruption 2 to 5 days. <b>Financial:</b> Financial loss up to 10% of budget. <b>Reputation:</b> Adverse local media coverage/multiple service user/stakeholder complaints. <b>Legal/statutory:</b> Litigation claimable fine between £5000 and £50,000. <b>Safety/health:</b> Significant injury or illness causing short-term disability to one or more persons. <b>Objectives:</b> Failure to achieve one or more service plan objectives.
Major (4)	<b>Service delivery/performance:</b> Service disruption > 1 - 4 weeks. <b>Financial:</b> Financial loss up to 20% of budget. <b>Reputation:</b> Adverse national media coverage 1 to 3 days. <b>Legal/statutory:</b> Litigation claimable fine between £50,000 and £500,000. <b>Safety/health:</b> Major injury or illness/disease causing long-term disability to one or more people <b>Objectives:</b> Failure to achieve a strategic plan objective.
Extreme (8)	<b>Service delivery/performance:</b> Service disruption > 4 weeks. <b>Financial:</b> Financial loss up to 35% of budget. <b>Reputation:</b> National publicity more than three days. Possible resignation leading member or chief officer. <b>Legal/statutory:</b> Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. <b>Safety/health:</b> Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. <b>Objectives:</b> Failure to achieve a major corporate objective.

**(C) Risk scoring grid**

Likelihood	X	Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likely (4)		4 Green	8 Amber	16 Red	32 Red
Possible (3)		3 Green	6 Amber	12 Amber	24 Red
Unlikely (2)		2 Green	4 Green	8 Amber	16 Red
Rare (1)		1 Green	2 Green	4 Green	8 Amber

**(D) Risk score definitions**

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014.

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park	29/11/2023
<b>Subject:</b> Revenue and Capital Budgets 2024/25	<b>Public</b>
<b>Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of funding?</b>	N/A
<b>Has the funding source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b> The Chamberlain Interim Executive Director Environment	<b>For Decision</b>
<b>Report Author:</b> Clem Harcourt, Chamberlain's Department	

## Summary

This report presents for approval the revenue and capital budgets for the Hampstead Heath, Highgate Wood and Queen's Park Committee for 2024/25, for subsequent submission to the Finance Committee.

Overall, the proposed revenue budget for 2024/25 totals (£5.356m) net expenditure, a decrease of £277k compared to the 2023/24 original budget of (£5.633m) net expenditure, as agreed by your Committee on 07 December 2022.

The proposed budget for 2024/25 has been prepared within the resource envelope allocated to each Director by Resource Allocation Sub-Committee, including an inflationary increase of 3% and the full year impact of pay increases to staff arising from the pay deal effective from July 2023. The proposed budget for your Committee has also been adjusted to reflect the impact of the recently introduced Target Operating Model (TOM 2) staffing restructure within the Natural Environment Division.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set a balanced budget for the year ahead.

## Recommendation

Members are asked to:

- i) note the latest revenue budget for your Committee for 2023/24;
- ii) review and approve your Committee's proposed revenue budget for 2024/25 for submission to Finance Committee;
- iii) review and approve your Committee's capital and supplementary revenue project budgets for 2024/25 for submission to Finance Committee; and
- iv) agree that amendments for 2023/24 and 2024/25 budgets arising from changes to recharges or for any further implications arising from corporate

contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Chamberlain in consultation with the Interim Executive Director Environment.

## **Main Report**

### **Introduction**

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Hampstead Heath, Highgate Wood and Queen's Park which are funded from City's Cash.
2. This report sets out the proposed budgets for 2024/25 for these areas. The revenue budget management arrangements are to:
  - provide a clear distinction between local risk, central risk, and recharge budgets;
  - place responsibility for budgetary control on departmental Chief Officers; and
  - apply a cash limit policy to Chief Officers' budgets.
3. The proposed 2024/25 net expenditure budget for your Committee which includes the Interim Executive Director Environment's local risk, central risk and recharges & support services budgets, plus the City Surveyor's CWP and Building Repairs & Maintenance budget is (£5.356m) net expenditure. This is a decrease of £277k when compared with the 2023/24 original budget of (£5.633m) net expenditure, agreed by your Committee on 07 December 2022.
4. The latest budget for 2023/24 and the provisional original budget for 2024/25, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1.
5. Income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50k) have been commented on and are referenced in the relevant table in Appendix 1.

<b>Table 1 – Hampstead Heath, Highgate Wood and Queen’s Park</b>	<b>Original Budget (OR) 2023/24 £000</b>	<b>Latest Budget 2023/24 £000</b>	<b>Original Budget (OR) 2024/25 £000</b>	<b>Movement 2023/24 OR to 2024/25 OR £000</b>
Net Local Risk	(4,948)	(4,336)	(4,332)	616
Net City Surveyor	(476)	(493)	(524)	(48)
Net Cyclical Works Programme	(281)	(281)	(439)	(158)
Net Central Risk	2,033	2,039	2,279	246
Recharges & Support Services	(1,961)	(1,982)	(2,340)	(379)
<b>Total Net Expenditure</b>	<b>(5,633)</b>	<b>(5,053)</b>	<b>(5,356)</b>	<b>277</b>

#### **Latest Revenue Budget for 2023/24**

6. Overall, the 2023/24 latest budget is net expenditure of (£5.053m) as at September 2023, a decrease in net expenditure of £580k compared to the 2022/23 original budget agreed by your Committee on 07 December 2022. The main reasons for this decrease are:

- £889k net savings arising from the implementation of the Natural Environment Division’s TOM2 staffing restructure;
- £6k reduction in capital charges and depreciation;
- (£145k) funding from the Natural Environment Directorate to support requirements for casual staffing;
- (£102k) increase in salary budgets following £1k payments made to staff in July 2023;
- (£30k) approved local risk carry forward bid from 2022/23 relating to works associated with the Parliament Hill Masterplan;
- (£21k) net increase in recharges & support services, primarily relating to recharges from the Natural Environment Directorate; and
- (£17k) additional budgets for building, repairs and maintenance costs managed by the City Surveyor.

#### **Proposed Revenue Budget for 2024/25**

7. This report presents at Appendix 1, the proposed budget estimates for 2024/25 for your Committee analysed between:

- **Local Risk Budgets** – these are budgets deemed to be largely within the Chief Officer’s control;
- **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature

(e.g. interest on balances, investment income and rent incomes from investment properties); and

- **Recharges & Support Services** – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.

8. The proposed 2024/25 budget is net expenditure of (£5.356m), a decrease of £277k in net expenditure compared to the 2023/24 original budget agreed by your Committee on 07 December 2022. Further detail can be found in Appendix 1. The main variations relate to:

- £760k additional income projected to be generated from the Ponds and Lido at Hampstead Heath as a result of increased usage of the facilities;
- £237k increase in investment income as a result of the basis for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order (see paragraph 12 below);
- £115k net savings in employment costs following implementation of the TOM2 staffing restructure as well as the transfer of staffing budgets to West Ham Park and the Natural Environment Directorate effective from April 2024. The original savings of £889k have largely been offset by the impact of the pay award to staff effective from July 2023 as well as costs required for casual staffing circa £700k;
- £72k additional income contributions from projected increase in donations, following the recruitment of dedicated staff resources in the TOM2 restructure;
- (£379k) net increase in recharges and support services relating to an increase in the cost of corporate departments;
- (£206k) additional budgets managed by the City Surveyor, with (£158k) of this amount relating to the rephasing of projects falling under the CWP;
- (£206k) increase in premises related expenditure primarily relating to additional energy and water costs; and
- (£106k) extra supplies and services costs for equipment, materials purchases and consultant fees.

9. In light of recommendations from Resource Allocation Sub-Committee, the provisional 2024/25 budget includes a 3% uplift for inflation and the full year impact of pay increases to staff arising from the pay deal effective from July 2023. Members should also note that the proposed budget for 2024/25 includes net adjustments of £889k to your Committee's local risk resource base following implementation of the Natural Environment Division's TOM 2 staffing restructure. A detailed breakdown of budget movements of the 2023/24 local risk original budget to the 2024/25 local risk original budget can be found in Appendix 2.

10. Analysis of the movement in staff related costs are shown in Table 2 below.

Table 2 - Staffing statement	Original Budget		Latest Budget		Original Budget	
	2023/24		2023/24		2024/25	
	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
Hampstead Heath	123.08	(5,638)	112.27	(5,350)	101.02	(5,107)
Queen's Park	12.45	(548)	12.49	(611)	15.04	(727)
Highgate Wood	6.20	(340)	8.10	(429)	10.18	(577)
<b>TOTAL</b>	<b>141.73</b>	<b>(6,526)</b>	<b>132.86</b>	<b>(6,390)</b>	<b>126.24</b>	<b>(6,411)</b>

11. Members should note that the CWP figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2023/24 and 2024/25. The separate bid for CWP works for 2024/25 has not been included in this report. The report will be submitted to Projects and Procurement Sub-Committee in January 2024 and will then require approval from Resource Allocation Sub-Committee to agree the funding. Once both Sub-Committees have agreed the 2024/25 programme, Members will be advised of the outcome and Members are asked to authorise the Chamberlain to revise the budgets to allow for these approvals.

<b>TABLE 3 – CWP &amp; City Surveyor Local Risk Hampstead Heath, Highgate Wood &amp; Queen’s Park</b>	<b>Original Budget 2023/24 £'000</b>	<b>Latest Budget 2023/24 £'000</b>	<b>Original Budget 2024/25 £'000</b>
<b>Cyclical Works Programme</b>			
Hampstead Heath	(266)	(266)	(406)
Queen’s Park	0	0	(7)
Highgate Wood	(15)	(15)	(26)
	<b>(281)</b>	<b>(281)</b>	<b>(439)</b>
<b>Planned &amp; Reactive Works (Breakdown &amp; Servicing – City Surveyor Local Risk)</b>			
Hampstead Heath	(359)	(380)	(402)
Queen’s Park	(48)	(48)	(52)
Highgate Wood	(48)	(51)	(55)
	<b>(455)</b>	<b>(479)</b>	<b>(509)</b>
<b>Cleaning (City Surveyor Local Risk)</b>			
Hampstead Heath	(21)	(14)	(15)
<b>Total Cyclical Works Programme &amp; City Surveyor</b>	<b>(757)</b>	<b>(774)</b>	<b>(963)</b>

12. There is an increase in the proposed 2024/25 central risk investment income budget of £237k to £2.498m due to the basis for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust. The reserves policy of the Trust is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £34.2 million) should produce income to cover a proportion of the running costs of Hampstead Heath. The maximum contribution is set out in the Transfer Order (The London Government Reorganisation Hampstead Heath Order 1989) and is subject to a triennial review. 2024/25 is the third year and therefore the contribution is equal to the amount of the maximum contribution for the second year of that period, 2023/24 of £2.293m multiplied by the change in the Average Earnings Index between April 2022 and April 2023.

### **Draft Capital and Supplementary Revenue Budgets**

13. The latest estimated costs of the Committee’s current approved capital and supplementary revenue projects are summarised in the table below:

Service	Project	Exp. Pre 01/04/23	2023/24	2024/25	2025/26	Later Years	Total
		£'000	£'000	£'000	£'000	£'000	£'000
Hampstead Heath	Swimming Facilities - Safety, Access & Security Improvements	334	865				1,199
Hampstead Heath	Parliament Hill Athletics Track Resurfacing		2,300		-		2,300
Queen's Park	Queen's Park Sandpit Refurb & Toilet Rebuild		14				14
<b>TOTAL HAMPSTEAD HEATH, HIGHGATE WOOD &amp; QUEEN'S PARK</b>		<b>334</b>	<b>3,179</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,513</b>

14. The latest Capital and Supplementary Revenue Project forecast expenditure on new capital bids and currently approved schemes will be presented to the Court of Common Council for formal approval in March 2024.

### Conclusion

15. This report presents the proposed Revenue and Capital budget estimates for 2024/25 for your Committee for Members to consider and approve.

### Appendices

- Appendix 1 – Committee Summary Budget – by Risk and Chief Officer
- Appendix 2 – Movement Between 2023/24 Original Local Risk Budget to 2024/25 Original Local Risk Budget

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## Appendix 1

### Committee Summary Budget – by Risk and Chief Officer

Analysis of Service Expenditure	Local or Central Risk	Actual 2022/23 £'000	Original Budget 2023/24 £'000	Latest Budget 2023/24 £'000	Original Budget 2024/25 £'000	Movement 23/24 OR to 24/25 OR £'000	Notes
<b>EXPENDITURE</b>							
Employees	L	(5,733)	(6,526)	(6,390)	(6,411)	115	1
Premises Related Expenses	L	(501)	(473)	(505)	(679)	(206)	2
City Surveyor – All Services	L	(1,229)	(757)	(774)	(963)	(206)	3
Transport Related Expenses	L	(92)	(115)	(115)	(78)	37	
Supplies & Services	L	(757)	(494)	(494)	(600)	(106)	4
Supplies & Services	C	(15)	0	0	0	0	
Support Services	C	(1)	0	0	0	0	
Unidentified Savings	L	0	26	0	0	(26)	
Transfer to Reserves	L	(14)	0	0	0	0	
Capital Charges	C	(222)	(228)	(222)	(219)	9	
<b>Total Expenditure</b>		<b>(8,564)</b>	<b>(8,567)</b>	<b>(8,500)</b>	<b>(8,950)</b>	<b>(383)</b>	
<b>INCOME</b>							
Other Grants, Reimbursements & Cont.	L	99	26	85	98	72	5
Customer, Client Receipts	L	3,153	2,608	3,083	3,338	730	6
Investment Income	C	2,161	2,261	2,261	2,498	237	7
<b>Total Income</b>		<b>5,413</b>	<b>4,895</b>	<b>5,429</b>	<b>5,934</b>	<b>1,039</b>	
<b>TOTAL NET INCOME/(EXPENDITURE) BEFORE SUPPORT SERVICES</b>		<b>(3,151)</b>	<b>(3,672)</b>	<b>(3,071)</b>	<b>(3,016)</b>	<b>656</b>	
<b>SUPPORT SERVICES</b>							
Central Support		(1,219)	(1,126)	(1,126)	(1,187)	(61)	8
Recharges within Fund		(869)	(818)	(848)	(1,123)	(305)	9
Recharges across Fund		(13)	(17)	(8)	(30)	(13)	
<b>Total Support Services</b>		<b>(2,101)</b>	<b>(1,961)</b>	<b>(1,982)</b>	<b>(2,340)</b>	<b>(379)</b>	
<b>TOTAL NET INCOME/(EXPENDITURE)</b>		<b>(5,252)</b>	<b>(5,633)</b>	<b>(5,053)</b>	<b>(5,356)</b>	<b>277</b>	

**Notes:**

1. £115k net savings in employment costs following implementation of the TOM2 staffing structure as well as transfer of staff to other divisions effective from April 2024.
2. (£206k) increase in premises related costs largely explained by increases in energy prices and additional water costs being required for the swimming facilities at Hampstead Heath. This is in addition to extra expenditure forecast to be incurred on repairs and maintenance.
3. (£206k) increase in budgets managed by the City Surveyor. This comprises (£158k) in the rephasing of projects under the CWP mainly relating to projects at Hampstead Heath as well as a (£48k) increase in building, repairs and maintenance.
4. (£106k) additional supplies and services costs due to additional materials and equipment purchases at both Hampstead Heath and Queen's Park. This is in addition to consultant fees being required for the café retender exercise as well as livestock related purchases.
5. £72k increase in other grants, reimbursements and contributions income largely related to a projected increase in income from donations following the recruitment of dedicated staff resources in the new TOM2 structure.
6. £730k increase in customer & client receipts is due to £760k additional facilities income expected to be generated at the Lido and the Ponds in addition to a £20k increase in parking income at Hampstead Heath and a £8k net increase in other income sources. This is partly offset by a (£58k) reduction in expected income from rents and wayleaves across your Committee compared with the 2023/24 original budget.
7. £237k increase in investment income as a result of the basis for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order (see paragraph 12).

8. (£61k) increase in central support recharges relating to an increase in the cost of corporate departments being recharged to your Committee.
9. (£305k) increase mainly relates to additional recharges from the Natural Environment Directorate as a result of staffing changes following implementation of the TOM2 staffing structure.

## Appendix 2

### Movement from the 2023/24 Original Local Risk Budget to the 2024/25 Original Local Risk Budget

<b>Hampstead Heath, Highgate Wood and Queen's Park</b>	<b>£000</b>
<b>Original Net Local Risk Budget 2023/24 (Interim Executive Director Environment &amp; City Surveyor)</b>	<b>(5,705)</b>
<b>Interim Executive Director Environment</b>	
Pay award effective from July 2023	(445)
3% inflation uplift	(161)
Net adjustments to resource base following implementation of National Environment Division's TOM 2 staffing restructure	889
Transfer of staffing budgets to West Ham Park and Natural Environment Directorate	333
<b>City Surveyor</b>	
Re-phasing of projects under the Cyclical Works Programme	(158)
Planned & Reactive Works including Cleaning	(48)
<b>Original Net Local Risk Budget 2024/25 (Interim Executive Director Environment &amp; City Surveyor)</b>	<b>(5,295)</b>

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

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