

Committees:	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	21 February 2018
Subject: Management Framework for Hampstead Heath, Highgate Wood, Queen's Park and Keats House Division	Public
Report of: Superintendent of Hampstead Heath	For Decision
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Summary

The Management Framework for the Division, as approved in November 2016, consists of three levels; the strategic management plans for each open space, a new Divisional Plan and an expanded Annual Work Programme. The proposed Divisional Plan (see Appendix 4) has been developed to provide a link between the strategic management plans and the projects and activities prioritised for delivery on the ground. It complements the detailed proposed Annual Work Programme which sets out cyclical and seasonal works (see Appendix 1).

The proposed Divisional Plan and Annual Work Programme have been developed in response to comments and feedback from Members during 2017 and takes account of the views of the Hampstead Heath Consultative Committee, Highgate Wood Consultative Group and Queen's Park Consultative Group.

Recommendations

Members are asked:

- To note the progress achieved in establishing a Management Framework for the Division.
- To approve the proposed Annual Work Programme and Divisional Plan, taking account of the views of the Hampstead Heath Consultative Committee.

Main Report

Background

1. Following a 2016 consultative review of the 2007 Management Plan for Hampstead Heath, the proposal to establish a Management Framework for the Division was agreed by Members in November 2016.
2. It was agreed that the Management Framework would consist of three components:
 - The Annual Work Programme.

- A Divisional Plan (three-year) that guides implementation of priority projects.
 - A management plan that sets strategic direction.
3. Each site has a ten-year strategic plan:
- Highgate Wood Conservation Management Plan (2013).
 - Queen's Park Conservation Management Plan (2015).
 - A review of the 2007 Management Plan for Hampstead Heath (*Towards a Plan for the Heath 2007-2017*) is underway and due for completion this year (referred to as the 2018 Plan).
4. The Superintendent is seeking to integrate this approach across all three open spaces, as well as Keats House, so that the framework is embedded into our ways of working, and becomes the principal means of engaging with Members, formal consultation forums and the wider community about our work.

Current Position

Annual Work Programme (Appendix 1)

5. The Annual Work Programme (AWP) is a key component of the Management Framework and has been developed to integrate all work areas across the Division. The proposed AWP builds on the detailed policies and prescriptions set out for Natural Landscape and Compartment Management Plans for Hampstead Heath.
6. Traditionally, the AWP has centred on the Nature Conservation cyclical works and some works scheduled for the formal areas. For completeness, the proposed 2018/19 AWP has been expanded to incorporate all service areas, including the works of the Constabulary, Operational Services, Supports Services, Swimming Facilities and Waste & Recycling Management.
7. The headlines and key projects of the 2018/19 AWP are set out in Appendix 2. Pending approval the AWP will be implemented from 1 April 2018.

Divisional Plan (Appendices 3 - 5)

8. A key component of the Management Framework is the new Divisional Plan. This is a three-year plan which will steer the implementation of higher-level strategies and objectives from the management plans, by prioritising programmes and projects for resource allocation.
9. The Divisional Plan will be prepared, implemented and reviewed annually on a three-year rolling basis. The plan will present priorities and projects drawn from The Strategic Management Plans, the Open Spaces Department Business Plan, Corporate Plan and other relevant policies and strategic documents.

10. The proposed Divisional Plan has been amended in response to comments and feedback from Members in October and November 2017 and was presented to the Hampstead Heath Consultative Committee in January 2018. Pending approval the Divisional Plan will be implemented from 1 April 2018.

Site Management Plans

11. Highgate Wood Conservation Management Plan was approved in 2013 and is scheduled for a mid-term review in 2018.
12. Similarly, the Queen's Park Conservation Management Plan was approved in 2015 and is scheduled for a mid-term review in 2020.

Hampstead Heath (2018 Plan)

13. Development of the Management Plan for Hampstead Heath (2018 Plan) is progressing well. The 2018 Plan will consist of a long-term vision for the Heath, an Outcomes Framework and high-level strategies that build on the current 2007 Plan.
14. The Heath Community Vision was approved in November 2017 and expresses shared aspirations for the future of the Heath. It paints a clear picture for management priorities and establishes a strong ethos of inclusion and a culture of custodianship of the Heath.
15. In January 2018, Stakeholders and staff came together to participate in a facilitated workshop 'Realising the Heath Community Vision'. Consultants have been commissioned to develop an Outcomes Framework which will form the backbone of the 2018 Plan (see Appendix 6). A presentation on the results of the workshop and on the Outcomes Framework is scheduled for 27 February 2018.

Consultation

16. The Superintendent will seek Members' views and feedback in February each year, as the AWP and the three-year Divisional Plan are revised and prepared annually.
17. The Superintendent will prepare an annual report to monitor progress and review in line with priorities and resources. The first annual report will be presented in September 2018 and will provide a review of progress achieved throughout 2017/18 financial year.
18. In future years it is proposed that the plans will be shared online and available to the public to view in the formative stages.

Next Steps

19. Following approval, implementation of the 2018/19 Divisional Plan and AWP will commence 1 April 2018. Work on finalising the 2018 Plan will continue with an update to Members at your meeting in May.

20. A key focus for the coming year will be to establish procedures for monitoring and reporting on progress and regular review, to support staff to adopt this new approach, as the plans are implemented throughout the year.

Financial Implications

21. The costs of implementing the proposed AWP and Divisional Plan will be met primarily through the Superintendent's Local Risk Budget which requires effective prioritisation of resources and funding. Wherever possible, opportunities will be sought for external funding and partnership working to support these essential works.

Corporate Implications

22. The Management Framework for the Division, including the AWP and Divisional Plan, is aligned with the Corporate Business Planning cycle, with key actions, projects and programmes able to be prioritised on an annual basis, commencing with the 2018/19 financial year.
23. The outcomes based approach is aligned with the review underway of the Corporate Plan and the development of draft Corporate Outcomes and is consistent with the Open Spaces Business Plan, which is in preparation for 2018/19. Following the approval of the Open Spaces Department Business Plan the Projects within the Divisional Plan will be aligned with the Departments Outcomes.

Conclusion

24. The Management Framework, including the AWP and Divisional Plan, sets out how the Division will meet its ambitions and objectives over the coming 1 - 3 years.
25. The Superintendent seeks feedback and endorsement from Members to guide the development of the plan and the establishment of the Management Framework in future years.

Appendices

- Appendix 1 – Proposed 2018/19 Annual Work Programme
- Appendix 2 – Headlines & key projects – Proposed 2018/19 Annual Work Programme
- Appendix 3 – Divisional Plan Overview
- Appendix 4 – Proposed 2018 - 2021 Divisional Plan
- Appendix 5 – Project Record Schedule and Divisional Plan key
- Appendix 6 – Draft Outcomes Framework for Hampstead Heath

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