



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: WEDNESDAY, 5 OCTOBER 2022
Time: 4.00 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

SUPPLEMENTARY PACK

Members:	William Upton KC (Chair)	John Beyer, Heath & Hampstead Society
	Alderman Gregory Jones KC (Deputy Chairman)	Councillor Marcus Boyland, London Borough of Camden
	Timothy Butcher	Emily Hills, English Heritage
	John Foley	Arjun Mittra, London Borough of Barnet
	Alderman Prem Goyal	Deputy John Absalom, Farringdon Without North Side
	Alethea Silk, Walbrook Ward	Jason Groves
	Caroline Haines, Open Spaces and City Gardens Committee (Ex-Officio Member)	Deputy Madush Gupta
	Andrew McMurtrie, Open Spaces and City Gardens Committee (Ex-Officio Member)	Wendy Mead, Farringdon Without North Side

Items received too late to be circulated in conjunction with the main agenda.

Enquiries: Blair Stringman
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John Barradell
Town Clerk and Chief Executive

AGENDA

5. **ASSISTANT DIRECTORS UPDATE**

Report of Executive Director, Environment.

For Information
(Pages 3 - 24)

6. **RISK UPDATE REPORT**

Report of Executive Director, Environment.

For Information
(Pages 25 - 58)

7. **GRASSLAND MANAGEMENT FOR NATURE RECOVERY**

Report of Executive Director, Environment.

For Decision
(Pages 59 - 66)

8. **A BLUEPRINT FOR THE PARLIAMENT HILL LIDO**

Report of Executive Director, Environment.

For Decision
(Pages 67 - 82)

9. **SWIMMING BOOKING SYSTEMS**

Report of Executive Director, Environment.

For Decision
(Pages 83 - 86)

10. **VISION AND PRIORITIES FOR PARLIAMENT HILL IMPROVEMENTS**

Report of Executive Director, Environment.

For Decision
(Pages 87 - 92)

Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 5 October 2022
Subject: Assistant Directors Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11 & 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment	For Information
Report author: Stefania Horne, Assistant Director	

Summary

This report provides Members with an update on matters relating to Hampstead Heath since May 2022.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Management Framework

1. An update on Sub-Divisional Plan 2022-25 projects is attached (appendix 1) for information.

Capital Projects

2. A "project on a page" summary has been prepared in relation to the Swimming – Safety, Access and Security Capital Project (appendix 2) and the Parliament Hill Athletics Track resurfacing Capital Project (appendix 3).

Events

3. Recent events include:
 - Race for Life (18 June 2022)
 - Kite Festival (26 June 2022)

- Give it a Go (16 July 2022)
4. Upcoming events:
- 19th Annual Conker Championships (9 October 2022)
 - London Youth Games (20 November 2022)

Constabulary Update

5. With extreme temperatures being witnessed across the country, the focus during the summer for the Hampstead Heath Constabulary has been fire safety and security. With an increased risk of wildfires, the Constables have proactively engaged with members of the public, reminding visitors not to have bonfires or barbecues on Hampstead Heath. Staff were equipped with fire fighting back packs and vehicle drawn bowzers.
6. The Metropolitan Police, in partnership with the City of London Corporation and the London Borough of Camden (Community Safety Team) ran a week long operation on Hampstead Heath, Parliament Hill Fields during the summer. The purpose of the operation was to provide public reassurance, especially at a time when parks and open spaces are becoming busier with an increased footfall. The Park Manager can provide a verbal update on the outcomes of this operation.

Judicial Review Outcome

7. A challenge to the charging policy at the Ladies' Pond was heard at the High Court on 22-24 February 2022. The case, *R (Efthimiou) v The Mayor and Commonalty and Citizens of the City of London*, was brought by a disabled swimmer who contended that the charging policy unlawfully discriminated against her. The thrust of the challenge was that disabled persons as a class were financially worse off than non-disabled persons, and that the charging policy (even with concessionary rates) created significant barriers to their ability to swim.
8. Judgment was handed down on 23 June 2022. The Court held that the charging policy, under which disabled swimmers receive a 40% discount on single swims and season tickets, did not breach the duty to make reasonable adjustments for disabled persons, and was not indirectly discriminatory towards disabled persons. The root problem was a lack of disposable personal income, and all those of limited income, whatever their circumstances, were catered for under the charging policy by the same concession.
9. The Court held that, as a general principle, charging for leisure facilities was fundamentally fair and reasonable. On the facts, the charges were modest and compared favourably with charges at other similar facilities. The Court also held that the claim did not fall within the ambit of Article 8 of the European Convention on Human Rights (Right to respect for private and family life) or Article 1 of Protocol 1 (Protection of property).

Ponds & Wetlands Conservation Plan

10. Conversations with the Hampstead & Highgate Angling Society and swimmers are in progress to re-open float fishing at the men's bathing pond north bank. Fishing was suspended 5 years ago after an accident with a swimmer that was injured with fishing equipment. New measures have been put in place to separate the area from the swimming area and officers are in conversation with all stakeholders to make sure the right balance is achieved in using the pond for different activities.
11. Works are planned to create a dedicated area for dog bathing at the Hampstead pond number 2. Dogs can access the pond in various areas and they are not sufficiently controlled to protect wildlife on site. By creating a dedicated area and with clear signage and natural barriers it is hoped that access can be controlled better.
12. The recent hot weather generated an increase of algal blooms in the ponds when water levels are falling and water flow through the chain is negligible. A network of floating aerators have been used to improve oxygen levels in the water and where necessary additional 'splash pumps' have been used to keep the algae controlled and maintain a good level of oxygen in the ponds.

Gift Aid

13. The project is progressing well and still on track to have a fully functional gift aid option for donors by April 2023 in line with the incoming tax year. This schedule includes contingency time noting the lengthy processes to set up bank accounts and registering with HMRC. We are also still reviewing the possibility of using a 3rd party, such as Just Giving or CAF, who will then organise our Gift Aid donations, reducing the administrative workload on officers. A project on a page update for Gift Aid is attached at appendix 4.

Queen's Green Canopy

14. As part of the Queen's Green Canopy (QGC) a tree planting initiative was created to mark Her Majesty's Platinum Jubilee in 2022. With the sad passing of Queen Elizabeth II the scheme is now being considered as memorial planting and extended to March 2023. A report was submitted to the Open Spaces & City Gardens Committee on 7 July ([\(Public Pack\)Agenda Document for Open Spaces and City Gardens, 07/07/2022 10:00 \(cityoflondon.gov.uk\)](#)) setting out a request from the incoming Lord Mayor via the Remembrancer's Office to find a location within Hampstead Heath to plant 33 trees, to represent each of the London Boroughs.
15. The proposed tree species and planting locations have been carefully selected to maximise the opportunities for the trees to flourish whilst promoting nature recovery and biodiversity:

Hampstead Heath Extension: a group of 11 Italian Elms (*Ulmus pumila* hybrid) which are Dutch Elm Disease resistant, to be planted along the pathway leading

across the cricket field to replace the native elms that succumbed to Dutch Elm Disease.

Kenwood Nursery Yard: a group of up to 11 traditional orchard apple and pear trees, to be planted within the hazel coppice compartment. Up until the outbreak of the Second World War this site was a commercial orchard producing significant produce. This will increase the conservation and the education value of the area.

Tumulus Field east of the Tumulus site: up to 11 native oak trees (*Quercus robur*) to be planted to mark the lost field boundary and increase the nature conservation value of existing hedges. The trees will be planted in twos and threes to achieve the most 'natural' effect.

16. This will be a great opportunity for the Heath to engage in a national scheme; host a large event; welcome the incoming Lord Mayor and encourage children and volunteers to get involved with the tree planting efforts. Full funding is provided for this project by the Town Clerks Department. A map is included at Appendix 5.

Good News

17. The fundraising total for the Heath Extension Playground has been reached. Planning approval for the proposed changes at the Heath Extension has been granted and contractors have been appointed. Works are planned to start on site in the autumn.
18. Hampstead Heath, Highgate Wood and Queen's Park have been successful in obtaining a Green flag award for 2022.
19. All of our gardens, including the Hill Garden Pergola, Golders Hill Park and Queen's Park have received a Gold Award at the 2022 London in Bloom awards.
20. The London Cricket Trust has confirmed funding for improvements of the cricket facilities at Parliament Hill, the Heath Extension, and at Highgate Wood. A Stakeholder engagement will commence in the autumn to scope the details of the works. The improvements include new nets and artificial cricket squares.
21. From 15 – 31 August, Hampstead Heath hosted the 'Green City' outdoor exhibition at the East Heath entrance. Developed by London Metropolitan Archives, the exhibition highlights the essential role played by London's parks and open spaces in the lives of Londoners. From playgrounds and picnics to concerts and Sunday football kickabouts, Green City: A Visual History of London's Parks and Open Spaces celebrates green spaces and the way in which Londoners have embraced and enjoyed the 'great outdoors' since the sixteenth century. Following its successful run on Hampstead Heath, where it was enjoyed by thousands of people during the last two weeks of the summer holidays.
22. Works have started on creating the new pond at the bottom of Judge's Hollow, to the west of Whitestone Pond. The project is community led, with the Reddington Frognaal Association partnering up with the City of London, and

funding raised for an excellent exhibition earlier this year at Burgh House, celebrating the return of what was once the subject of several Constable landscape paintings. The new pond has been inspired by a Constable painted nearly 200 years ago, and has been designed specifically for wildlife. It is hoped that the clay lined pond will be completed along with some marginal planting next spring.

Corporate & Strategic Implications

23. The projects and works outlined in this report contribute towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments.
24. 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

25. Donations are currently being sought for the following project:
 - Model Boating Pond Island - wildlife sanctuary (£50,000). The Trees and Conservation Officer and Heath Ecologist are also drafting an application to the London Wildlife Trust's Rewilding London Fund for works to install additional reed beds and protect the island at the Model Boating Pond. £6,153.00 has currently been raised towards this project.
26. We have recently reached the funding total (£5,000) for the bird and mammal shelters project.
27. Donations can be made via the City of London website: <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/donate-to-hampstead-heath>

Resource Implications

28. Staff resources are being prioritised to keep the sites open, safe, accessible and secure.

Climate Implications

29. Included within the Sub-Divisional Plan 2022-25 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

30. Contained within the body of this report.

Risk Implications

31. Risks are monitored and recorded through the Hampstead Heath Charity Risk Register.

Equality Implications

32. No impact.

Security Implications

33. Security implications are monitored and recorded through the Hampstead Heath Charity Risk Register.

Appendices

- Appendix 1 – Sub-Divisional Plan 2022-25 (August update)
- Appendix 2 – Project on a Page (Swimming Capital Project)
- Appendix 3 – Project on a Page (Athletics Track Capital Project)
- Appendix 4 – Project on a Page (Gift Aid)
- Appendix 5 – Queen's green canopy tree planting

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK SUB-DIVISIONAL PLAN 2022-2025

Introduction

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

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

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

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

- Corporate Plan, 2018-23.
- The Natural Environment strategic framework
- Hampstead Heath Management Strategy 2018-28
- Conservation Management Plans
- Three-year Sub-Divisional Plan that guides implementation.
- An Annual Works Programme and Project Plans, supported by detailed specifications and guidance

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

- Performance Development Approach (PDA), detailing individual's targets to achieve the outcomes and objectives above.

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

Criteria for Divisional Plan Projects:

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

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

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
1	Deliver Efficiencies, Savings and Income Generation Projects Implement the approved Budget for 2022/23. Investigate opportunities for gift aid to support donations.	On-going.		A number of initiatives are in place to increase effectiveness including: introduction of a gift aid process for donations, review of lido and ponds booking systems, review of enforcement in car parks and review of the Lido.
2	Support Implementation of the Target Operating Model (TOM) Review operational arrangements to align with the TOM.	Phase 2 Implementation 2022/23.		TOM phase 1 completed, and implemented from 4 April 2022. TOM phase 2 to be launched during winter 2022.
3	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	On-going.		Linking to the city staff development and learning programme, this includes new modules i.e. public speaking. Opportunities to act up are in place and further opportunities includes apprenticeships and collaborations, i.e. training to become a green flag judge
4	Compliance with the ULEZ In order to meet the emission requirements and manage the financial implications of the ULEZ, implement the agreed vehicle replacement plan to minimise the impact upon the environment.	Completed		Vehicle replacement programme completed. Vehicles will remain under review to ensure compliance with regulations.
5	Divisional Radio System Procure an alternative Radio system.	On-going.		The new Mast is operational. Signal boosting technology is being investigated. Further testing to be carried out on the effectiveness of a radio system which uses push to talk technology over the cellular network.

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Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
6	Promote Health Connections Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.	On-going.		Heath Hands continue to work with Health Navigators to signpost the facilities and opportunities available on the Heath.
7	Licencing schemes Undertake consultation and engagement to inform the development of a licencing scheme for Fitness Trainers, and Professional Dog Walking. Implement a Licencing for Forest Schools.	On-going.		Forest School Licences have been issued for the Old Orchard Garden at Kenwood Nursery Yard, and for Forest Bathing sessions. We are finalising a forest school licence for a local school provider. Roll out of the Dog Licencing Scheme Licence cards has been experienced a slight delay, due to operational changes within the team responsible. Officers continue to liaise with Licence holders.
8	Develop Heritage Outcomes Engage with Historic England and local historians to: Develop a Heritage Conservation Management Plan for the Heath. Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.	2023/24.		An audit of heritage across the new Natural Environment Division, including heritage sites and projects at Hampstead Heath, Highgate Wood and Queen's Park as well as other locations, is being undertaken to better understand the range, nature and current management of the historic assets in our care and the outcomes they contribute to. The initial audit, which is expected to be completed by late spring, will be reported to the Divisional Director to inform TOM Phase 2 and the future management of these assets.
9	Bio-Security Management	On-going.		Current focus is Oak Processionary Moth (OPM), Massaria of Plane, and Ash Dieback. All of these are being proactively managed by the Hampstead Heath

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
	Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.			Tree Team working collaboratively with Forestry Commission, and other tree management partners, such as DEFRA.
10	Planning Regular monitoring of development and planning applications to ensure that the Heath is protected.	On-going.		Current planning applications being monitored include: -Jack Straws Castle (Hampstead Heath). Party Wall discussions are on-going.
11	Climate Action Strategy Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards the City Corporation achieving Net 0 by 2027 in scope 1 & 2 emissions.	2027 Net 0 scope 1 & 2. 2040 Net 0 Scope 1, 2 and 3.		A programme of allowing areas of amenity grassland to develop into meadow is planned for 2023, and a Committee Report has been drafted for presentation to Committee this autumn. This will support the Climate Action Strategy's objectives on carbon removals, and also increase biodiversity value across the Heath.
12	Litter, Waste & Recycling Reduce reliance on external contracts. Undertaken public engagement in relation to recycling.	On-going.		Camden Veolia general waste collection contract from Parliament Hill has been closed and collections being carried out by Waste and Recycling Team. This has proved a successful addition to the Team's collection duties and we are confident that the team can continue to provide this service.
13	Review of Systems Undertake a review of current arrangements in relation to online booking, FPN's and CRM to identify efficiencies and improve the customer experience.	On-going.		In partnership with Epping Forest, FPNs are being introduced. Initial set up of back-office process is underway, further training necessary for frontline and back office staff.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
14	Visitor Engagement Undertake surveys and capture data to understand visitor trends and satisfaction.	On-going.		An online surveys seeking feedback from swimmers on the proposals ran between 1-25 April 2022. Feedback from the survey is included in the Swimming Annual Review 2021-22.
15	Asset Management Review and implement site specific Asset Management Plans.	On-going.		Project Team to be set up to manage this project. Key priority is Heathfield House, Parliament Hill and staff accommodation. An update on the Parliament Hill Masterplan is included within the meeting agenda pack. (Linked to project HH7)
16	Interventions to mitigate impacts from increasing visitor pressures Interventions to address impacts on wildlife, erosion, compaction, path maintenance, waymarking and signage improvements.	On-going.		A number of fenced off areas have successfully recovered but will remain fenced off as they are now providing refuges for wildlife. More ground restoration works will be undertaken this autumn once the weather has become cooler and rain has returned.
17	Café Tendering Undertake a tender procurement for the Golders Hill Park Café, Parliament Hill Café, Parliament Hill Fields Lido Café, Heath Extension Kiosk, Queen's Park Café and Highgate Wood Pavilion Café.	2023		Changes within the City Surveyor's Dept has put this project on hold. Sites visits will be completed in August 2022, with a high level review of property conditions assessed by the Surveyor.
18	Volunteering Opportunities Maximise volunteering opportunities by offering a range of activities and working in partnership with Heath Hands and other key partners.	On-going.		

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
HH1	Swimming Capital Project Progress through the Capital Project Gateway Procedures a programme of safety, access and security improvements across the Bathing Ponds and Lido.	Implement 2022/23.		RIBA stage 3 completed. Gateway 3/4 report approved by Members (21 June 2022). See project on a page update include within the meeting agenda pack.
HH2	Parliament Hill Athletics Track Reconstruction Capital Project To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	2022/23.		See project on a page update include within the meeting agenda pack.
HH3	Playgrounds Implement improvements at the Hampstead Heath Extension.	2022/23		Planning permission has been approved by the London Borough of Barnet granted May 2022. A procurement exercise has been undertaken and a contract has been appointment. Works have started on site.
HH4	Cycling Install additional cycle parking at entrances and facilities. Improve cycle signage, waymarking and maps. Where appropriate, work with Partners to implement cycle bursts for children using the Heath to travel to and from school.	On-going.		Link to review of Management Strategy.
HH5	Golders Hill Park Accessible Car Park Undertake a tendering process to appoint a Consultant to develop options which	2022/23		New car park markings installed (April/May 2022). Next steps: -Installation of signage & comms. -Enforcement.

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
	facilitate safe weekend and Bank Holiday opening of the Car Park.			
HH6	Golders Hill Park Zoo & Butterfly House Undertake an options appraisal to inform discussions with the Hampstead Heath Consultative Committee regarding the long-term sustainability of the Zoo and Butterfly House.	Summer 2022 (present options to HHCC).		An Officer Project steering group has been set up to implement priorities as agreed by HHMC. A procurement exercise is in progress to shape new visitor experiences. The review of the collection plan is on-going.
HH7	Master Plan for optimising facilities at Parliament Hill Undertake a review of facilities and buildings at Parliament Hill to inform provision of a visitor centre, maintain suitable accommodation for staff and volunteers, as well as improved sports facilities and improved learning facilities.	September 2022.		An update on the Parliament Hill Masterplan is included within the meeting agenda pack. (Linked to project 15)
HH8	Mid-Term Review – Hampstead Heath Management Strategy 2018-2028	2023-24		




Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

SWIMMING - Access, Safety & Security	Outcome	Lead	Overall status		
	Improved safety, access and security across the three Bathing Ponds.	Edwin Birch/Richard Chamberlain (C. Surveyors) Stefania Horne/ Paul Maskell (HH)	<div>A</div>		
Date of Report: 27 September 2022 Phase: Detailed Design					
Highlights		Next Steps			
Page 17	<ul style="list-style-type: none">Stage 4 design complete with final review underway of the Stage 4 Cost ReportTender pack being compiled. The tender is planned to be launched W/C 12th September and running for six weeks with a two weeks moderation period planned.Planning submission – Following direct external stakeholder comments to Camden Council, a number of queries have been responded to. Camden have indicated that they are on programme to complete the officer recommendation and be put to the members panel in (September / October / November) for approvalCommunications workshop held to update the current strategy and discuss next steps		RIBA Stage 4 - Sign off – September.		<div>Metrics</div> <div>Status</div>
	Looking ahead: <ul style="list-style-type: none">Tender period and further stakeholder engagement		Tender – September-November.		<div>Budget</div> <div>G</div>
			Gateway 5 Report - November. (Via Delegated Authority submitted in October)		<div>Schedule</div> <div>A</div>
					<div>Risk</div> <div>A</div>
Risks and Issues		Reasons for RAG Status			
Key Risks		1. Project schedule has been slightly delayed, however is expected to be delivered within the planned timescales and budget.			
1. Planning process delays due to objections		2. Risk is Amber due to the Corporate Project Review.			
2. Cost increases due to market conditions and inflation					
3. Corporate review of capital projects					
4. Work sequence & access restriction changes					

Metrics	Status
Budget	
Schedule	
Risk	

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PH Athletics Track Surface Reconstruction	Outcome	Lead	Overall status	
	Undertake a full reconstruction of the 8 lane Parliament Hill Athletics Track & associated infrastructure to obtain UKA “TrackMark” certification.	Richard Chamberlain (C. Surveyors) Stefania Horne/ Declan Gallagher (HH)	<div>A</div>	
Date of Report: 27 September 2022 Phase: Agreed Funding				
Page 19	Highlights		Next Steps	
	<ul style="list-style-type: none">Gateway 2 regular report was approved at the Corporate Projects Board (06.04.2022), Hampstead Heath, Highgate Wood, and Queen’s Park Committee (04.05.2022) and Operational Property & Projects Sub Committee (30.05.2022). Corporate review of capital project is in progress. Policy & Recourses Committee (19.07.2022) approval to draw down up to £111K to progress the scheme and to procure consultants to form the Design Team, including Project Management, Cost Consultant & Architect who will undertake an outline options appraisal following on from the Project Brief. This will also further develop the project budget & costed risk register and take the project to Gateway 3-4.Key stakeholders have raised concerns on the Gateway 2 programme which indicates a December 2023-June 2024 construction period. One of the main priorities of the Project Board will be to review the programme and bring forward the construction period and time frame.		<p>Formation of a Design Team – Early September 2022.</p> <p>Review the programme for the project.</p> <p>Update members via the Corporate Gateway process</p>	
	Metrics		Status	
	Budget		<div>A</div>	
Schedule		<div>A</div>		
Risk		<div>A</div>		
Risks and Issues				
Reasons for RAG Status				
<div><div><div>Key Risks:</div><div>The project costed risk post-mitigation is £336k & £30 has been agreed to get to the next gateway 3-4).</div><div><div>1. Scheduling for the reasons explained above.</div><div>2. Unexpected cost increases.</div><div>3. Unexpected fees/Surveys.</div></div></div><div><div>1. Until we reach Gateway 3-4, overall risk is Amber.</div><div>2. Risk, Budget and Schedule are Amber due to the Corporate Project Review. Project delivery needs to take into consideration feedback from key stakeholders on the Project Programme, particularly the Construction Phase.</div></div></div>				

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Hampstead Heath

Registered Charity

Tree Planting Locations

- 1 Hampstead Heath Extension - 11 Italian Elms.
- 2 Old Orchard Compartment - 11 traditional orchard apple & pear
- 3 Tumulus Field, east of the Tumulus site - native oak trees to mark lost field boundary oaks (planted in groups of 2-3 trees).



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Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	5 October 2022
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report provides 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.

Following the formation of the Environment Department in April 2022, a detailed review of all risks has been undertaken with risk owners and management teams. The outcome of this review is reflected in the risk registers which are presented in this report and its appendices.

Recommendation

Members are asked to:

- Note the content of this report and the actions being taken to effectively manage risk at Hampstead Heath, Highgate Wood and Queen's Park, including the recent review of risks and risk management processes across the Environment Department.

Main Report

Background

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee on the risks faced by their department.
2. Risk owners are consulted, and risks are routinely reviewed, with the updates recorded in the corporate risk management information system (Pentana).
3. 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. Each Committee to which the Natural Environment Division reports will be presented with relevant risk registers every six months which fulfils this requirement.
4. The Executive Director 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. The requirements of the Charities Act 2022, which is due to be implemented over the coming year, will be monitored. Should there be any implications for the management and reporting of risks, processes will be amended as necessary to ensure continued compliance with the appropriate legislation.

Current Position

6. Over recent months, a full review has been undertaken of all risks and risk management processes across the Environment Department. The outcome of this review is reflected in the risk registers presented in this report.
7. The scores, descriptions and mitigating actions of all risks have been fully reviewed and updated; they have been assessed in accordance with the City of London's Risk Matrix (Appendix 1). New risks have been added where necessary and others have been removed.
8. A Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and the detailed register will be presented to the Open Spaces and City Gardens Committee on 6 October 2022.
9. Each of the Natural Environment charities holds its own risk register which is reported to its respective Committee. The detailed risk registers for Hampstead Heath and Highgate Wood and Queens Park are summarised in the main body of the report and provided in full at Appendices 2 and 3. For each risk, officers are undertaking a range of mitigating actions.

Natural Environment Cross-Divisional Risks

10. The Cross-Divisional Risk Register of the Natural Environment Division contains top, strategic, risks, such as those on key projects. Other risks on the register are those which are common to most or all sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
11. These Cross-Divisional risks are owned by the Natural Environment Director who reviews them regularly along with her Senior Leadership Team.
12. On 6 October 2022, the Open Spaces and City Gardens Committee will receive a report on the seven Cross-Divisional risks summarised below.
 - **ENV-NE 001:** Health and Safety (RED, 24)
 - **ENV-NE 003:** Repair and maintenance of buildings and structural assets (RED, 24)
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
 - **ENV-NE 004:** Pests and diseases (RED, 16)
 - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
 - **ENV-NE 005:** Impact of development (AMBER, 12)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
13. The Wanstead Park Reservoirs risk (ENV-NE 007) is managed jointly with the City's Building Control Service.
14. ENV-NE 009 has been added to the register to address the risk of failing to implement the Charity Review by the required deadline. The Director leads on the review and regular reports on the progress of the programme will be presented to all Natural Environment Committees.
15. ENV-NE 002 addresses the risks associated with extreme weather and climate change. This includes the risk of fire which, despite the increased probability over recent months, has been contained as a result of the successful implementation of mitigating actions at each site. This is kept under continual review at a local and cross-divisional level and further actions to manage the risk will be taken as necessary.

Hampstead Heath Risks

16. The Hampstead Heath Risk Register contains one RED and eleven AMBER risks owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
17. The risk review identified two new risks: 'Recruitment and retention of staff' (011) and 'Delivery of Capital Projects' (012).
 - **ENV-NE-HH 007:** Maintenance of buildings and equipment (RED, 16)
 - **ENV-NE-HH 008:** Local planning issues (AMBER, 12)

- **ENV-NE-HH 012:** Delivery of Capital Projects (AMBER, 12)
- **ENV-NE-HH 001:** Budget reduction and income loss (AMBER, 8)
- **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 005:** Plant and tree disease (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 004:** Climate and weather (AMBER, 6)

Highgate Wood and Queen's Park Risks

18. The Highgate Wood and Queen's Park Register contains one RED and nine AMBER risks owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
19. The risk review identified two new risks: 'Recruitment and retention of staff' (009) and 'Delivery of Capital Projects' (010).
 - **ENV-NE-HWQP 007:** Maintenance of buildings and equipment (RED, 16)
 - **ENV-NE-HWQP 008:** Local planning issues (AMBER, 12)
 - **ENV-NE-HWQP 010:** Delivery of Capital Projects (AMBER, 12)
 - **ENV-NE-HWQP 001:** Budget reduction and income loss (AMBER, 8)
 - **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 005:** Plant and tree disease (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 004:** Climate and weather (AMBER, 6)

Risk Management Process

20. Risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
21. 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 (Pentana).
22. 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

23. New and emerging risks are identified through several channels, including:
 - Directly by senior management 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

24. 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.
25. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the development of the Natural Environment Division's emerging strategies.
26. 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

27. The proactive management of risk, including the reporting process to Members, demonstrates that 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 – City of London Corporation Risk Matrix
- Appendix 2 – Hampstead Heath Risk Register
- Appendix 3 – Highgate Wood and Queen's Park Risk Register

Contact

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

(C) Risk scoring grid

Likelihood	Impact				
	X	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

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	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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Hampstead Heath Risk Register (excluding completed actions)

Report Author: Joanne Hill

Generated on: 06 September 2022



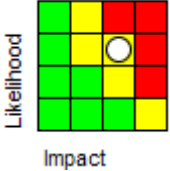
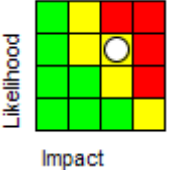
Rows are sorted by Risk Score

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	Flight path
Page 33 ENV-NE-HH Maintenance buildings and equipment 10-Aug-2015 Declan Gallagher; Stefania Horne	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Event: Operational or public building become unusable. Effect: 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	16	Current risk score has increased to 16 (likely and major). We are currently unable to reduce this risk due to decreased CWP budget; only H&S-related projects will be completed in 2022/23. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes. 12 Aug 2022	Likelihood Impact	16	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a Review of Property Assets	Asset review is being carried out with Surveyor's Dept. 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.			Declan Gallagher ; Stefania Horne	12-Aug-2022	31-Mar-2023

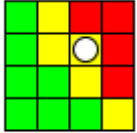
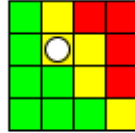
Appendix 2

ENV-NE-HH 007b Liaison with Surveyor's Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	<p>This is an ongoing action.</p> <p>Client Liaison meetings are taking place at least quarterly.</p> <p>APFM in regular contact with internal Divisional stakeholders.</p> <p>Site visits are being arranged following recent changes in PFM and APFM.</p> <p>Changes to PFM and AFPM have seen a delay in the regular liaison between the client and City Surveyor's.</p>	Declan Gallagher ; Stefania Horne	12-Aug-2022	31-Mar-2023
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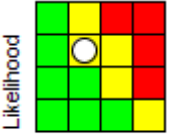

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 008 Local Planning Issues 22 Jun-2016 Stefania Horne	Cause: Planning Authorities obligation 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. Event: Large houses, buildings or other developments on land affecting Hampstead Heath. Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquility. 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.		12	The risk remains unchanged. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division. Southern borders of Hampstead Heath may see significant development. Public concern about the impact of this development. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space. 12 Aug 2022		12		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a Local Authority relationships	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.	Ongoing, division make representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	12-Aug-2022	31-Mar-2023
ENV-NE-HH 008b Local planning documents	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	12-Aug-2022	31-Mar-2023
ENV-NE-HH 008c Planning applications	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	12-Aug-2022	31-Mar-2023

Appendix 2

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	Flight path
ENV-NE-HH 012 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	Cause: Lack of Capital Expenditure to support the delivery of essential projects and programmes. Event: Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk. Effect: Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.	 Likelihood Impact	12	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out. 12 Aug 2022	 Likelihood Impact	6	31-Dec-2022	
							Reduce	

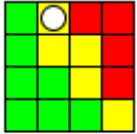
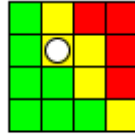

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 012a Liaise with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.			Stefania Horne	12-Aug-2022	31-Dec-2022

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	Flight path
ENV-NE-HH 001 Budget Reduction and Income Loss <div>Page 37</div>	Cause: 12% budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Additional income losses across the Department if more lockdown regulations applied. Event: Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).	 Likelihood Impact	8	This risk has been assessed in response to increased budgetary risks across the department. An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified 12% savings associated with the Target Operating Model can be met. This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring. The target has been set to Amber (6) for March 2023, although this is contingent on the identification of TOM-related savings. 12 Aug 2022	 Likelihood Impact	6	31-Mar-2023	
							Reduce	
24-Feb-2022 Stefania Horne								

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	A number of posts are being held vacant and most appointments are on fixed term contracts. Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department. Savings associated with the Target Operating Model (TOM) will be met. New Executive Director is in post and Environment Department project Board established to progress TOM Phase 2.		Stefania Horne	13-Aug-2022	31-Mar-2023

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	Flight path
ENV-NE-HH 002 Long-term damage to site <div>Page 38</div> 24-Feb-2022 Jonathan Meares	Cause: Covid-19 lockdown and tiered restrictions on leisure activities resulted in a 300-500% increase in visitor numbers to Natural Environment sites over the pandemic, with commensurate increase in littering and other antisocial behaviour. Event: 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. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	 Likelihood Impact	8	This risk was formerly a Covid-19 Silver Group (Public Services) risk (CVD19 SGPS 36). The current risk remains at the same level. Damage to the natural environment has increased, especially in light of lockdown measures causing more people to visit. Risk score is commensurate to this damage. This risk is currently stabilising as visitor numbers return to nearer normal levels Car numbers have returned to normal levels and car parks are operating as per pre-pandemic. Achievement of target score for 2023 is contingent upon funding and support for open space reinstatement. 13 Aug 2022	 Likelihood Impact	6	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> Additional monitoring and ecological assessments required. Messaging via social media asking visitors to be considerate. Increased Ranger and Constabulary activity. <p>The risk is currently stabilising as visitor numbers return to pre-pandemic/normal levels.</p> <p>Target set for 2023 as we expect this to be a long-term mitigation exercise.</p>	Jonathan Meares	12-Aug-2022	31-Mar-2023

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	Flight path
ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland 10-Aug-2015 Declan Gallagher; Richard Gentry; Jonathan Meares	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires. Event: Large-scale fire. Effect: 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	8 Impact	Risk level is likely to drop over winter, but evidence of fires is still being found by Rangers. With this in mind, and with the busy and dry summer, the risk remains likely but a range of mitigating actions are in place to mitigate the impact. 12 Aug 2022	 Likelihood	6 Impact	31-Dec-2022 Reduce	

Page 39

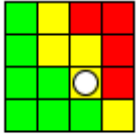
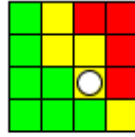

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits were delayed due to Covid-19, but these are now in progress.		Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Dec-2022
ENV-NE-HH 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	Review and update continues annually or after an emergency event. 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.		Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Dec-2022

Page 40

Page 40

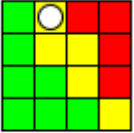
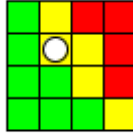

Appendix 2

005a Tree and Plant Procurement	methods.	guidance. This is an ongoing action.	Meares		
ENV-NE-HH 005b OPM monitoring	Identification and treatment of Oak Processionary Moth.	The threat of OPM across the North London Division is not diminishing. We continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.	Jonathan Meares	12-Aug-2022	31-Mar-2023

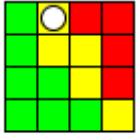
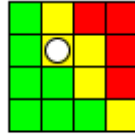
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 006 Health and Safety Incidents 10-Aug-2015 Declan Gallagher; Stefania Horne	Cause: Poor 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. Event: Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. Effect: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.	 Likelihood	8	The risk remains unchanged and cannot be reduced further. H&S works continue and appropriate mitigating actions are undertaken to maintain the risk at its current level. 12 Aug 2022	 Likelihood	8		
							Accept	

Page 42

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a Annual H&S site Audits	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. The site audits contribute to the Division's Annual Certificate of Assurance.	Declan Gallagher	12-Aug-2022	31-Mar-2023
ENV-NE-HH 006b Quarterly Divisional H&S meetings	Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Divisional Health & Safety meetings continue, attendance is monitored. The Division has input at a Departmental level. Ongoing action.	Declan Gallagher	12-Aug-2022	31-Mar-2023
ENV-NE-HH 006c Management of the ponds and lido	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.	Richard Gentry	12-Aug-2022	31-Mar-2023

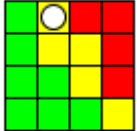
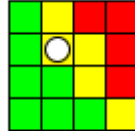
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 009 Supervised water facilities 12 Aug-2015 Paul Maskell	Cause: Improper use of water bodies: 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. Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. Effect: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	Likelihood  Impact	8	The risk was increased in 2020/21 due to high visitor numbers related to Covid-19 pandemic. Risk remains at elevated level, as we still anticipate greatly increased attendance at the ponds this summer. Measures are in place to ensure the health and safety of staff and visitors, but pressure due to high attendance means the likelihood must remain at the same level. Target date set for October in anticipation of the end of the peak swimming season. 12 Aug 2022	Likelihood  Impact	6	31-Oct-2022	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	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	12-Aug-2022	31-Mar-2023
ENV-NE-HH 009b Signage	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 Ranger team as part of their weekly patrols and defects reported for repair or replacement.		Paul Maskell	12-Aug-2022	31-Mar-2023
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	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	12-Aug-2022	31-Mar-2023

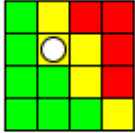
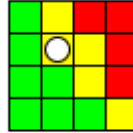
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 010 Maintenance of water bodies 25-Jun-2022 Jonathan Meares	Cause: Lack of maintenance of established water bodies across the sub-division. Event: Water bodies are not maintained to an acceptable and safe standard. Effect: 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.	 Likelihood	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. 12 Aug 2022	 Likelihood	6	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	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	12-Aug-2022	31-Mar-2023

Appendix 2

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	Flight path
ENV-NE-HH 011 Recruitment and retention of staff 25-Jun-2022 Stefania Horne	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Event: Division is unable to maintain the spaces to an acceptable standard. Effect: 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	8	Vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division. 12 Aug 2022	 Likelihood Impact	6	31-Mar-2023	
							Reduce	




Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 011a Target Operating Model	Delivery of the Target Operating Model (TOM).	Staff consultation on TOM Phase 2 proposals is expected to take place in December 2022. Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.			Stefania Horne	12-Aug-2022	31-Mar-2023

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	Flight path
ENV-NE-HH 004 Climate and Weather 24-Feb-2022 Stefania Horne	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe storms, flooding, snow and fires. Effect: 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.	 Likelihood	6	Extreme weather events continue to be managed. MET office Storm Centre warnings are monitored. MET Office Flood Alerts and Warning are monitored. MET Office Fire Severity Index is monitored. We are unable to reduce this risk further, but carry out a range of appropriate mitigating actions to maintain it at its current level. 12 Aug 2022	 Likelihood	6		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a Review Met Office information	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.			Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Mar-2023
ENV-NE-HH 004b Review of site emergency plans	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. Reviewed annually or after emergency incident.			Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Mar-2023

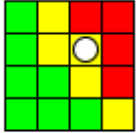
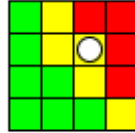
Report Author: Joanne Hill
Generated on: 06 September 2022

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	Flight path
EV-NE-007 Maintenance of buildings and equipment 24-Feb-2022 Declan Gallagher; Stefania Horne	<p>Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues.</p> <p>Event: Operational or public building become unusable.</p> <p>Effect: 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>		16	<p>Current risk score has increased to 16 (likely and major).</p> <p>We are currently unable to reduce this risk due to decreased CWP budget; only H&S-related projects will be completed in 2022/23. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes.</p> <p>Queen's Park Sandpit is in need of replacement equipment/infrastructure due to ageing and failing equipment. Concerns have been raised by visitors regarding the quality of the space.</p>		12	31-Mar-2023	
				13 Aug 2022			Reduce	

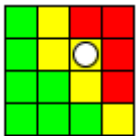
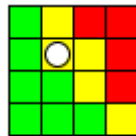
Appendix 3

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE- HWQP 007a Review of Property Assets	Asset review is being carried out with Surveyor's Dept. 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.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE- HWQP 007b Liaison with City Surveyor's Department	Client Liaison meetings are held regularly 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 in regular contact with internal Divisional stakeholders. Site visits have been arranged following recent changes in PFM and APFM.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE- HWQP 007d Redevelopment of Queen's Park sandpit	Continue to fundraise for the redevelopment of the sandpit.	NCIL funding has been agreed and an application is proceeding for funding via the London Borough of Brent to support the redevelopment of the sandpit.	Richard Gentry	13-Aug-2022	30-Sep-2022




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	Flight path
ENV-NE-HWQP 008 Local Planning Issues 24-Feb-2022 Stefania Horne	Cause: 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. Event: Large houses, buildings or other developments on land affecting the sites. Impact: 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.	 Likelihood Impact	12	The risk remains unchanged. 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. 13 Aug 2022	 Likelihood Impact	12		
							Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 008a Local Authority relationships	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.	Ongoing, division make representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.		Jonathan Meares	13-Aug-2022	31-Mar-2023
ENV-NE-HWQP 008b Local planning documents	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	13-Aug-2022	31-Mar-2023
ENV-NE-HWQP 008c Planning applications	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	13-Aug-2022	31-Mar-2023

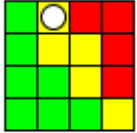
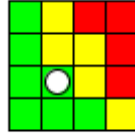
Appendix 3

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	Flight path
ENV-NE-HWQP 010 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	Cause: Lack of Capital Expenditure to support the delivery of essential projects and programmes. Event: Inability to deliver capital projects and programmes due to insufficient funding and lack of budget via Local Risk. Effect: Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.	 Likelihood Impact	12	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out. 13 Aug 2022	 Likelihood Impact	6	31-Dec-2022	
							Reduce	

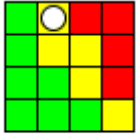
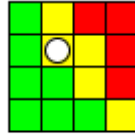

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 010a Liaison with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.			Stefania Horne	13-Aug-2022	31-Dec-2022

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	Flight path
ENV-NE-HWQP 001 Budget Reduction & Income Loss <div>Page 55</div>	Cause: 12% budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Additional income losses across the Department if more lockdown regulations applied. Event: Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).	 Likelihood Impact	8	<p>This risk has been assessed in response to increased budgetary risks across the department.</p> <p>An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified 12% savings associated with the Target Operating Model can be met.</p> <p>This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring. The target has been set to Amber (6) for March 2023, although this is contingent upon the identification of TOM-related savings.</p> <p>13 Aug 2022</p>	 Likelihood Impact	6	31-Mar-2023	
							Reduce	

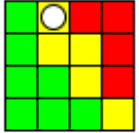

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	<p>A number of posts are being held vacant and most appointments are on fixed term contracts.</p> <p>Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.</p> <p>Savings associated with the Target Operating Model (TOM) will be met.</p> <p>New Executive Director is in post and Environment Department project Board established to progress TOM Phase 2.</p>		Stefania Horne	13-Aug-2022	31-Mar-2023

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	Flight path
ENV-NE-HWQP 002 Long-term Damage to Site <div>Page 52</div> 24-Feb-2022 Jonathan Meares	Cause: Covid-19 lockdown and tiered restrictions on leisure activities resulted in a 300-500% increase in visitor numbers to Natural Environment sites over the pandemic, with commensurate increase in littering and other antisocial behaviour. Event: Long-term environmental damage to sites. Impact: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	 Likelihood Impact	8	This risk was formerly a Covid-19 Silver Group (Public Services) risk (CVD19 SGPS 36). The current risk remains at the same level. Damage to the natural environment has increased, especially in light of lockdown measures causing more people to visit. Risk score is commensurate to this damage. This risk is currently stabilising as visitor numbers return to nearer normal levels Car numbers have returned to normal levels and car parks are operating as per pre-pandemic. Achievement of target score for 2023 is contingent upon funding and support for open space reinstatement. 13 Aug 2022	 Likelihood Impact	4	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> Additional monitoring and ecological assessments required. Messaging via social media asking visitors to be considerate. Increased Ranger and Constabulary activity. The risk is currently stabilising as visitor numbers return to pre-pandemic/normal levels. Target set for 2023 as we expect this to be a long-term mitigation exercise.			Jonathan Meares	13-Aug-2022	31-Mar-2023

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	Flight path
ENV-NE-HWQP 003 Outbreak of Fire in Woodland / Heathland 24-Feb-2022 Declan Gallagher; Richard Gentry; Jonathan Meares	Causes: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires. Event: Large-scale fire. Impact: 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	8	Risk level is likely to drop over winter, but evidence of fires is still being found by Keepers in the Park and Wood. With this in mind, and with the busy and dry summer, the risk remains likely but a range of mitigating actions are in place to mitigate the impact. 13 Aug 2022	 Likelihood Impact	6	31-Dec-2022 Reduce	

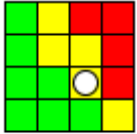
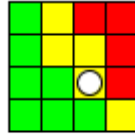
Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits were delayed due to Covid-19, but these are now in progress.		Declan Gallagher; Richard Gentry; Jonathan Meares	13-Aug-2022	31-Dec-2022
ENV-NE-HWQP 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	Review and update continues annually or after an emergency event. 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. Liaison with the emergency services continue during extreme dry summer.		Declan Gallagher; Richard Gentry; Jonathan Meares; Jennifer Wood	13-Aug-2022	31-Dec-2022

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	Flight path
ENV-NE-HWQP 005 Plant and Tree Disease	<p>Cause: Inadequate biosecurity, purchase of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites.</p> <p>Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p>Effect: 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>Likelihood</p> <p>Impact</p>	8	<p>The threat of OPM across the North London Division is not diminishing, 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 tree damage (which may be associated with pests/disease).</p>	 <p>Likelihood</p> <p>Impact</p>	8		
24-Feb-2022							Accept	
Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-	Use appropriate tree and plant procurement	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice	Jonathan	13-Aug-2022	31-Mar-2023

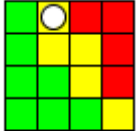
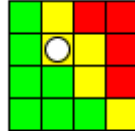
Appendix 3

HWQP 005a Tree and Plant Procurement	methods.	guidance. This is an ongoing action.	Meares		
ENV-NE- HWQP 005b OPM monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is not diminishing. We continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.	Jonathan Meares	13-Aug-2022	31-Mar-2023



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	Flight path
ENV-NE-HWQP 006 Health and Safety Incidents 24-Feb-2022 Declan Gallagher; Stefania Horne	Cause: 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. Event: Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. Effect: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.	 Likelihood	8	The risk remains unchanged and cannot be reduced further. H&S works continue and appropriate mitigating actions are undertaken to maintain the risk at its current level. 13 Aug 2022	 Likelihood	8	Accept	

Action no, Title, File,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 006a Annual H&S site Audits	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. The site audits contribute to the Division's Annual Certificate of Assurance.			Declan Gallagher	13-Aug-2022	31-Mar-2023
ENV-NE-HWQP 006b Quarterly Divisional H&S Meetings	Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Divisional Health & Safety meetings continue, attendance is monitored. The Division has input at a Departmental level. Ongoing action.			Declan Gallagher	13-Aug-2022	31-Mar-2023

Appendix 3

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	Flight path
ENV-NE-HWQP 009 Recruitment and Retention of Staff 25-Jun-2022 Stefania Horne	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Event: Division is unable to maintain the spaces to an acceptable standard. Effect: 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	8	Vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division. 13 Aug 2022	 Likelihood Impact	6	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009a Target Operating Model	Delivery of the Target Operating Model (TOM).	Staff consultation on TOM Phase 2 proposals is expected to take place in December 2022. Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.		Stefania Horne	13-Aug-2022	31-Mar-2023

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	Flight path
ENV-NE-HWQP 004 Climate and Weather 10-Aug-2015 Stefania Horne	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe storms, flooding, snow and fires. Effect: 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.	 Likelihood	6	Extreme weather events continue to be managed. MET office Storm Centre warnings are monitored. MET Office Flood Alerts and Warning are monitored. MET Office Fire Severity Index is monitored. We are unable to reduce this risk further, but we carry out a range of appropriate mitigating actions to maintain it at its current level. 13 Aug 2022	 Likelihood	6		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 004a Review Met Office information	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.			Declan Gallagher ; Richard Gentry; Jonathan Meares	13-Aug-2022	31-Mar-2023
ENV-NE-HWQP 004b Review of site emergency plans	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. Reviewed annually or after emergency incident.			Declan Gallagher ; Richard Gentry; Jonathan Meares	13-Aug-2022	31-Mar-2023

Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	5 October 2022
Subject: Grassland management for nature recovery	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Stefania Horne, Assistant Director, Hampstead Heath	

Summary

The report sets out a series of proposals for future grassland management on Hampstead Heath and Queen's Park in response to the City of London's 2020 Climate Action Strategy, nature recovery and the biodiversity emergency.

Recommendations

It is recommended that:

- Members agree the future grassland management proposals, as set out in paragraphs 7 - 10 and appendix 1.

Main Report

Background

1. The City of London launched the Climate Action Strategy in October 2020 with a series of milestone objectives to achieve net zero by 2040. At the same time the global pandemic was placing immense pressures on open spaces across the UK and beyond as the public sought respite from lockdowns. In early 2021 works started across the Heath to repair the impact of increased visitor numbers and widespread erosion and compaction on grassland and in woodland areas.
2. With the pandemic moving into a new phase the Trees and Conservation unit propose a series of interventions to build on the nature recovery work carried out over the last 18 months and to commence on a programme of lowland meadow creation by taking areas of amenity grassland out of regular cutting regimes. This will have multiple benefits, notably reducing compaction, increasing biodiversity, reducing flooding, and improving carbon absorption and storage.

Current Position

3. Hampstead Heath extends to 275 hectares in area. The Heath's two largest broad habitat types are woodland and grassland, with woodland covering an estimated 105 hectares, and grassland 117 hectares. These figures come from the 2009 Vegetation Survey, now 13 years old but still relatively accurate. Of the 117 hectares of grassland 33 are currently classified as amenity grassland and remain intensively managed for sports and informal recreation. The remaining 84 hectares are managed as lowland meadow and cut on an annual or longer cycles.
4. The amenity areas demand an intensive management regime of weekly cutting from March through to September to maintain a short sward. Some of the sports pitches are on a more intensive maintenance programme with cricket being the most labour and machinery intensive. With the costs of fuel exceptionally high for the foreseeable future maintaining these sports facilities remains a major commitment financially. This report does not propose any changes to the current level of sports pitch provision as these facilities provide a critical local recreational resource.
5. Returning to the Climate Action Strategy, there are ten linked work streams delivering the key objectives, with Natural Environment (Open Spaces) working towards the Carbon Removals Project. An external consultancy is currently finalising a report which provides detailed data on carbon sequestration and storage values across all the Open Spaces. The report also identifies opportunities for increasing carbon removals through a variety of interventions, including tree planting and vegetation management. One of the interventions identified is conversion of amenity grassland into lowland meadow, a process that involves the cessation of regular mowing in the growing season. These areas are then allowed to naturally regenerate and repopulate with a variety of plant species providing valuable habitat, improving biodiversity, and allowing soil recovery.
6. The proposals also includes a small area within Queen's Park where relaxed mowing regimes can be applied.
7. The meadow creation will have an important additional benefit in terms of flood alleviation where the new meadow areas alongside the Highgate Pond chain will act as buffering zones during heavy rainfall events absorbing excess surface water and reducing inflow into the pond chain.

Proposed sites for lowland meadow creation and works in Spring 2023.

8. The Ecologist and Trees and Conservation Manager have initially identified a maximum extent of 7.2 hectares across the Heath where areas of amenity grassland not designated for sports activities could be allowed to develop into meadow. However due to the current extent of amenity usage of these areas it is initially proposed to allow the development of up to 3.3 hectares of meadow to assess this change in management before any further proposals are developed. Alongside this relaxed mowing regime, it is proposed to further enhance some of

these areas with wildflower seeding. An initial area has been identified for the creation of 0.1 hectare of wildflower meadow on Hampstead Heath Extension. It is hoped that this will be a project linked with the conservation charity Butterfly Conservation. A map is enclosed at appendix 1 showing the proposed locations for management changes.

9. Table 1 shows the proposed size of these areas. We have also included an area of 0.96 hectares at Queen's Park on the eastern side of the park, which represents over 25% of the amenity grassland at the site.

Table 1: Proposed amenity grassland management areas

Label	Name	Area (m2)	Area (Hectares)	Proposal
10	Extension Changing field	8798	0.88	Relax mowing
12	Extension Cricket fringe	6047	0.60	Relax mowing
13	Extension track fringe	2187	0.22	Relax mowing
14	Old hockey pitch	3070	0.31	Relax mowing
15	Old hockey pitch	1115	0.11	Wildflower meadow
16	Vale- Fairground	4324	0.43	Relax mowing
17	Vale- Ice House grassland	1060	0.11	Relax mowing
18	Small Tumulus field	1762	0.18	Relax mowing
19	Highgate No.1 fringe	3723	0.37	Relax mowing
QP	Queen's Park eastern boundary.	9585	0.96	Relax mowing
	Totals	41,671	4.16	

10. The Ecologist and Trees and Conservation Manager intend to implement the proposed grassland management changes in March 2023, and will be liaising with the grass cutting teams this summer to ensure that the selected areas are clearly marked up for the start of the cutting season next spring.
11. Areas with relaxed mowing regimes will then come under the wider cyclical grassland management programme but will for the first couple of years receive an Autumn cut.
12. The Heath Ecologist will be monitoring the areas and recording change. These finds will be reported back to Committee, along with any future proposals resulting from this initial work.

Corporate & Strategic Implications

13. This contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy and Shape outstanding environments, in particular the following Corporate Plan outcomes:

- (11) We have clean air, land and water and a thriving and sustainable natural environment.
 - (12) Our spaces are secure, resilient and well maintained.
 - (2) People enjoy good health and wellbeing.
14. The proposals embed the Hampstead Heath Management Strategy 2018-2028 Strategic Outcomes A: The Heath is maintained as a flourishing green space and historic landscape, with the proposals focusing on habitat creation, landscape character, and balancing visitor impacts with conserving the natural fabric of the Heath and B: Improved quality of life for Heath visitors.

Financial Implications

15. A small reduction in fuel usage is expected as a result of the proposals. This will help to offset current increase in fuel prices.

Resource Implications

16. No impact.

Climate Implications

17. The City of London launched its Climate Action Strategy in October 2020 and the strategy is now in implementation stage. A key part of the strategy is conserving and enhancing biodiversity alongside reducing the City of London's carbon emissions. The proposals included in this report will contribute towards achieving the Climate Action Strategy's objectives of Net zero by 2040. will be the main objective at Hampstead Heath in the short term, especially following the impact of exceptionally high number of visitors due to COVID-19.

Legal Implications

18. The objects of the Hampstead Heath charity are the preservation of Hampstead Heath for the recreation and enjoyment of the public. Under section 16 of the Hampstead Heath Act 1871 the City Corporation "...shall at all times preserve, as far as may be, the natural aspect and state of the Heath, and to that end shall protect the turf, gorse, heather, timber and other trees, shrubs, and brushwood thereon." The City Corporation as trustee has other statutory powers to provide recreational facilities, set aside part of the Heath for sports pitches, etc. A balance must therefore be found between preservation and recreation.
19. Where amenity grassland is not required it is entirely consistent with the 1871 Act to manage that land in a way that captures more carbon, in line with the wider City of London Climate Action Strategy, particularly where this will enhance biodiversity. If climate change is not addressed, then this will inevitably have an increasing impact on the natural aspect of the Heath. As a reservoir undertaker it is also appropriate to give consideration to measures which will reduce the risk of overtopping along the Highgate Chain.

Risk Implications

20. Risks are monitored and recorded through the Departmental Risk Register. Mitigations, such as fire breaks, will be in place to reduce the risk of fires associated with long grass.

Equality Implications

21. A Test of Relevance: Equality Analysis has been undertaken and a full equalities analysis is not proposed/required.

Security Implications

22. Security implications are monitored and recorded through the Departmental Risk Register.

Conclusion

23. These proposed amenity grassland changes will be part of a wider programme of Climate Action focused works including tree planting and nature recovery projects to protect the natural fabric and mosaic of habitats that make up the Heath.

Appendices

- Appendix 1 – Future grassland management proposal

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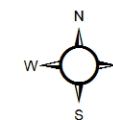
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Hampstead Heath Amenity Grassland management options

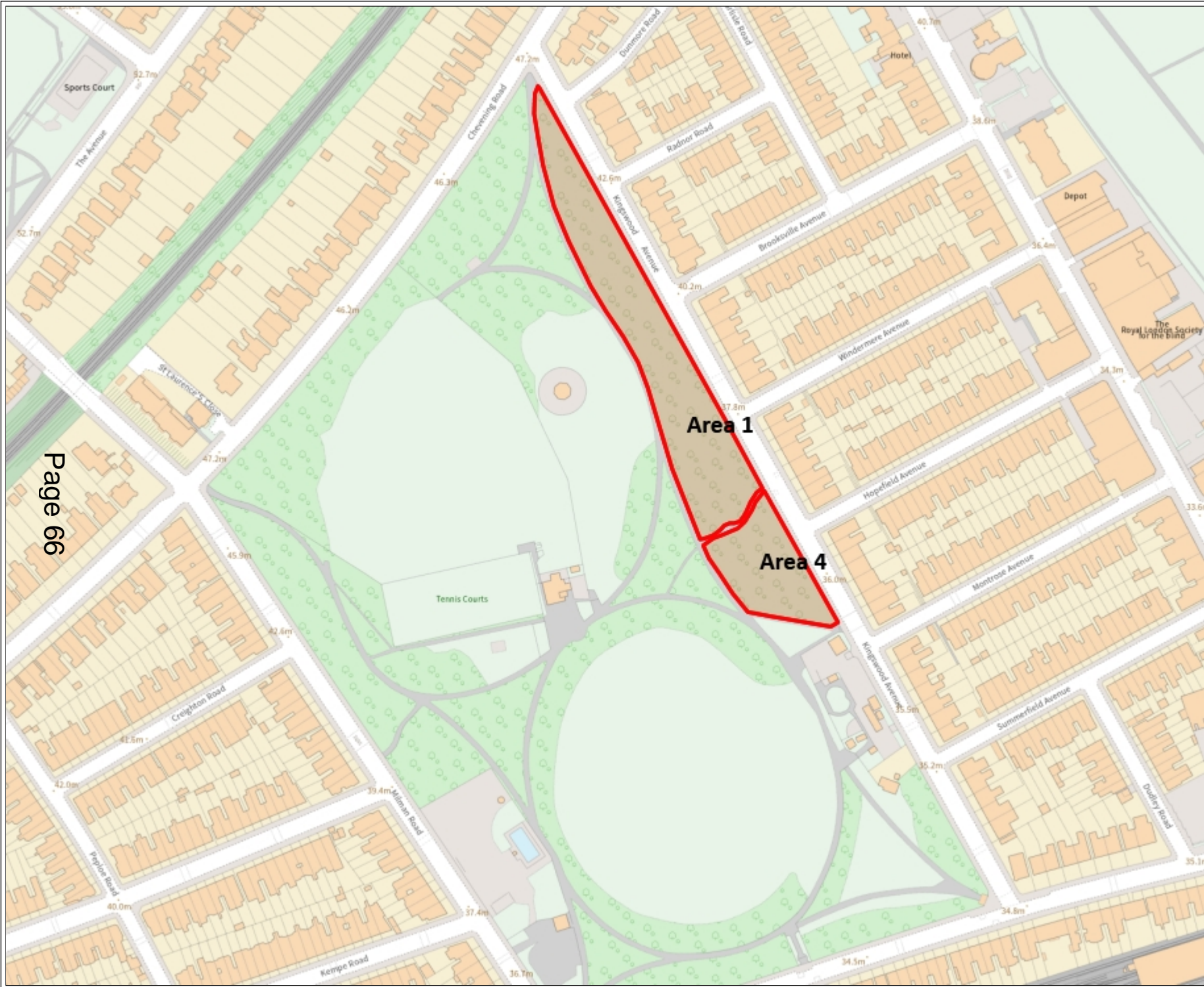
Option

 Relax mowing

 Wildflower meadow




0 55 110 220 330
Metres



**Queen's Park -
Relaxed Mowing**

**Area 1 = 6994.5m²
Area 4 = 2590.8m²**

 City of London
Boundary

0 21 43 86
Metres

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 5 October 2022
Subject: A blueprint for the Parliament Hill Lido	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 11, 12
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	To be determined
What is the source of Funding?	To be determined
Has this Funding Source been agreed with the Chamberlain's Department?	No
Report of: Executive Director, Environment	For Decision
Report author: Stefania Horne, Assistant Director	

Summary

This report sets out the high-level concept plan (appendix 1) for the Parliament Hill Lido, which will aim to ensure the facility continues to serve the needs of users and the local community, whilst increasing the value of the Lido for health and fitness. The Blueprint for the Lido will continue to be developed, following further engagement with Stakeholders.

Recommendation

Members are asked to:

- Agree the development of a blueprint for the Lido.
- Provide feedback on the high-level concept plan (appendix 1) and business plan (appendix 2).

Main Report

Background

1. Parliament Hill Fields Lido, located within Hampstead Heath, was opened on 20 August 1938. The Lido has been operated by the City of London since 1989. Designed by Harry Rowbotham and TL Smithson of the London County Council Parks Department, the Parliament Hill Fields Lido is almost identical to the Victoria Park and Brockwell Park Lidos.
2. In 1999 the Lido was listed as a Grade II building. It provides an unheated 60m long open-air swimming pool which is open 365 days a year, a small café, and a small sauna. A small-scale gym provider is currently licenced to operate within

the facility. Since 2005 there have been a number of building refurbishments on a phased approach and a stainless-steel lining was installed, a pioneering solution and first of its kind in Britain. In 2021 a proposal for improvements to the sun bathing terraces was approved as part of the planning process. The structure is generally ageing and in need of investment.

3. A Capital Project funding bid in relation to safety, access and security at the Swimming facilities was approved in 2021. A review of the existing layout at the Lido has been commissioned which focuses on identifying underutilised space, and improving the health, wellbeing and fitness offer at the Lido.
4. The Lido offers a number of activities and free swim session that add social value including to schools, refugees, NHS workers, BAME communities' mental health swim sessions. A successful triathlon club uses the Lido every Tuesday evening, and it hosts water polo sessions at the weekend, cold water swimming events and the annual Heath Duathlon.

A Blueprint for the Lido

5. The Parliament Hill Lido has underutilised space which could be utilised to support the swimming offer and provide additional health and fitness opportunities. It is important that the blueprint retains the main function of the Lido, as a cold-water swimming venue.
6. In 2021, 160,749 swims were recorded at the Lido and participation levels are broadly in line with similar Lidos. However, the Lido is still subsidised by the Heath's Local Risk Budget. The subsidy for 2021/22 was in the region of £400K. To support income generation, it is proposed to consider and create opportunities for health, wellbeing and fitness which complement the cold-water swimming offer.
7. A blueprint for the Lido will aim to ensure the facilities continue to serve the needs of users and the local community and increase the value of the Lido for health and fitness.
8. A high-level concept plan is attached in Appendix 1. This currently includes:
 - A circa 200 sqm health and fitness suite (capable of accommodating circa 40 stations). To be located in the southwest part of the site within part of the existing male changing rooms and adjacent storage facilities;
 - Two studio spaces to be located on the southeast part of the site within part of the existing female changing rooms and the education centre (assuming the education team can be adequately relocated, and this can be phased when a suitable location and investment is found);
 - The old basket rooms close to reception will be reutilised as staff offices and a shop. The use of individual lockers would continue;
 - New toilets and enhancements to changing facilities;
 - The café may be extended although this space is currently rented to an external operator.

9. The proposed changes were considered after a supply and demand analysis was carried out to assess latent demand and current health and fitness offers within a 1.5 miles catchment area. The analysis included demographics, Sport England Local Insight Tool, Index of Multiple Deprivation and the 2011 census. Further information is set out within an initial high-level business plan (appendix 2).
10. It is proposed for Officers to continue to develop a blueprint for the Lido, following further engagement with Stakeholders. The current plans, including the business plan, demonstrate some of the opportunities which need to be firmed up through further discussions and analysis. Further reports will be presented to Members at a future meeting to provide an update on the blueprint.

Corporate & Strategic Implications

11. The proposals outlined in this report contribute towards the achievement of the aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy
12. The proposals 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 and C: The Heath is inclusive and welcoming to a diverse range of visitors

Financial Implications

13. A Capital Bid funding application may be considered to support the development of the high-level concept plan. External funding opportunities will also be considered.

Resource Implications

14. Staff resources will need to be reviewed in line with a business plan that can highlight the revised usage of the Lido. If additional resources are required, they will be funded by the improved health and fitness offer at the Lido.

Climate Implications

15. The changes will not impact on 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 and any proposed changes will need to be in line with the strategy.

Legal Implications

16. Under article 7 of the Greater London Parks and Open Spaces Order 1967, the City Corporation may provide indoor and open-air facilities for sport and for any form of recreation whatsoever. Similarly, under section 19 of the Local Government (Miscellaneous Provisions) Act 1976, the City Corporation may provide such sporting and recreational facilities, whether indoor or outdoor, as it thinks fit. The Lido is a Grade II listed building, and any proposed changes will be subject to planning permission and listed building consent, as appropriate.

Risk Implications

17. Risks are monitored and recorded through the Hampstead Heath Charity Risk Register. Any risks arising from this proposal will be included in a project risk register.

Equality Implications

18. No impact.

Security Implications

19. Security implications are monitored and recorded through the Hampstead Heath Charity Risk Register.

Conclusion

20. This proposed high level concept plan (appendix 1) for the Parliament Hill Lido, sets out a number of proposed changes which will enable the Lido to improve the health and fitness offer for the local community.

Appendices

- Appendix 1 – High-level concept plan
- Appendix 2 – High-level business plan

Stefania Horne

Assistant Director, Natural Environment

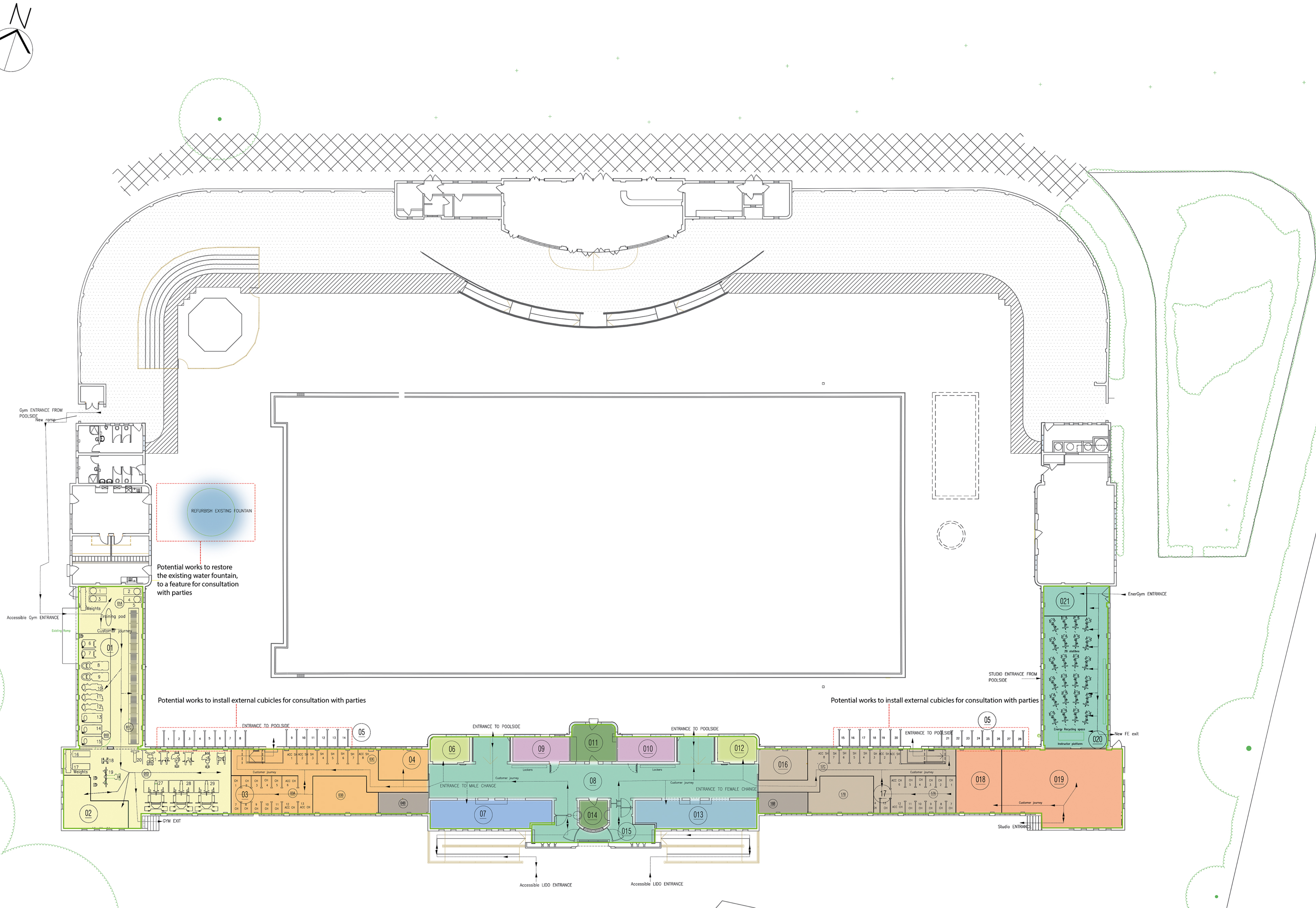
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LEGEND

PROPOSED REFURBISHMENT

- 01 PROPOSED GYM
- 01A STRETCH ZONE
- 01B CARDIO STATIONS
- 01C FUNCTIONAL TRAINING
- 01D RESISTANCE TRAINING
- 02 GYM SH/WC/CH
- 03 MALE CHANGING ROOMS
- 03A MALE CHANGING CUBICLES
- 03B MALE WC'S
- 03C MALE SHOWER
- 04 FAMILY/GROUP CHANGE/WC/SH
- 04B STORE
- 05 POOLSIDE CUBICLES
*Not included in the cost estimate
- 06 ACC/WC/SH/CH
- 07 STAFF OFFICES
- 08 CIRCULATION
- 09 POOL WCS
- 010 POOL WCS
- 011 OFFICE
- 012 ACC/WC/SH/CH
- 013 RETAIL
- 014 TICKETING OFFICE
- 015 FOYER/RECEPTION
- 016 FAMILY/GROUP CHANGE/WC/SH
- 016B STORE
- 017 FEMALE CHANGING ROOMS
- 017A FEMALE CHANGING CUBICLES
- 017B FEMALE WC'S
- 017C FEMALE SHOWER
- 018 STUDIO SH/WC/CH
- 019 STUDIO 1
- 020 ENERGY RECYCLING STUDIO
- 021 ENERGYM STUDIO SH/WC/CH



REVISION	DATE	DESCRIPTION	BY	CLIENT
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ARCHITECTURE FOR HUMAN BEINGS

STATUS: FEASIBILITY

PROJECT
PARLIAMENT LIDO
PROPOSED GROUND FLOOR

DRAWING
SKETCH FOR FEASIBILITY

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SCALE: 1:200 SHEET SIZE: A1 DRAWN BY: CAH CHECKED BY: DP DATE: 05.08.2022

PROJECT NO. DRAWING NO. REVISION

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Precedent study of new proposed Wellness studio

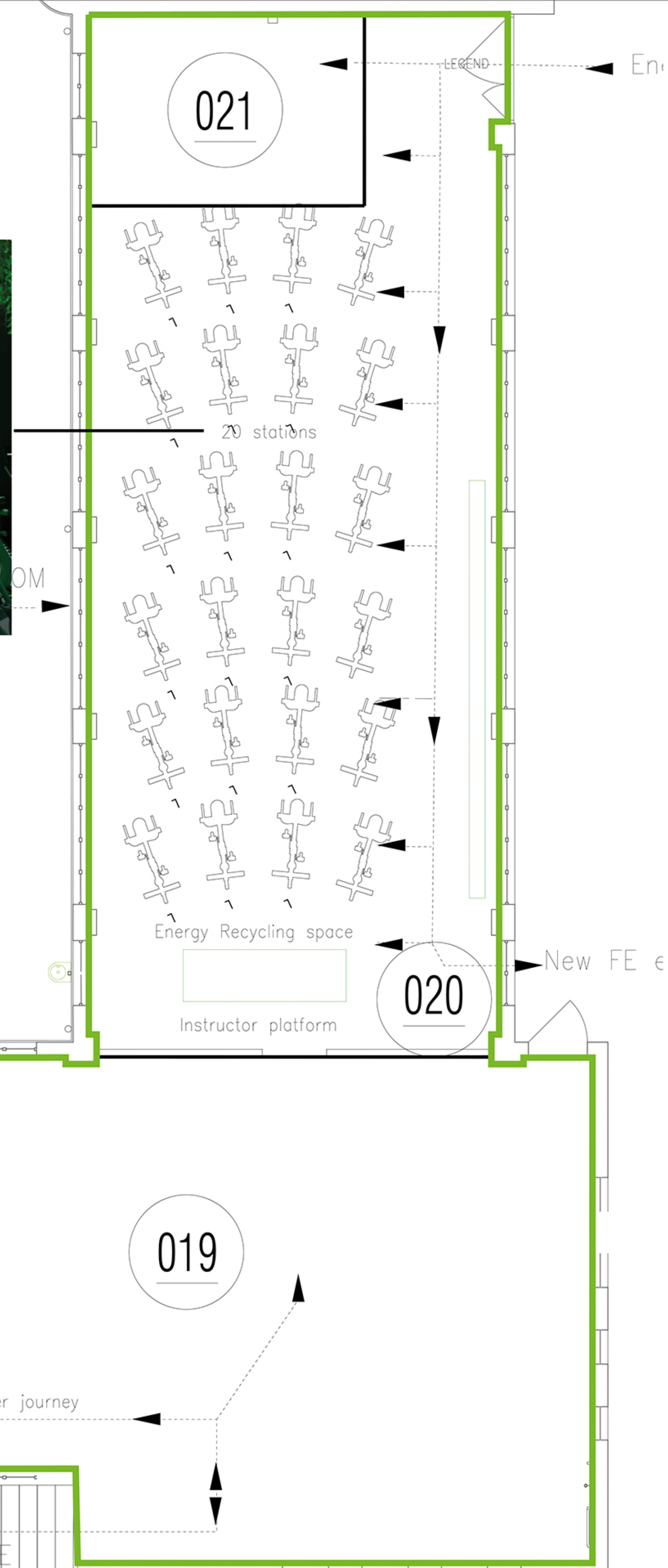


Photos of underutilised poolside

Possible location for external cubicles.



Proposed vision for the Energy Recycling Space REGEN



MALE CHANGE

NOTES

REVISION	DATE	DESCRIPTION	BY	CLIENT

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SPACE + PLACE
ARCHITECTURE FOR HUMAN BEINGS
PROJECT
PARLIAMENT LIDO
PROPOSED GROUND FLOOR
DRAWING NO.
3942 (03) 003
DATE 10.08.2022

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 5 October 2022
Subject: Swimming Booking Systems	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 5, 9, 11, 12
Does this proposal require extra revenue and/or capital spending?	Y
If so, how much?	To be determined
What is the source of Funding?	Local risk
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment	For Decision
Report author: Stefania Horne, Assistant Director	

Summary

This report set out proposed changes to the Booking System used at the Bathing Ponds and Lido on Hampstead Heath.

Recommendation

Members are asked to:

- Agree the proposals as set out in paragraphs 5-11.

Main Report

Background

1. In 2020, during the first National Lockdown, a booking system was introduced to respond to the COVID19 pandemic, to allow the Heath's Bathing Ponds and Lido to operate and introduced a system that proved useful to manage crowded periods and peak usage.
2. The systems currently in place are Eventbrite for the booking of the swimming sessions and Clover for the payment of pay as you go. The two systems are not integrated and to obtain statistics in relation to usage, officers need to use manual systems that are time consuming.
3. Officers have worked with the current booking provider, Eventbrite, to streamline the booking process where possible, however there remain limitations with the current systems.
4. The systems do not offer opportunities to choose other method of payments such as flexible payments or bookings through a dedicated application.

Proposed Improvements

5. It is proposed to explore the use of alternative booking systems which support an integrated payment approach, offer flexible payment opportunities such as direct debits, provide usage data, and continue to support the existing wristband arrangements.
6. The booking systems to be considered have been tested and have had longstanding use in swimming environments, with applications that can guarantee data protection and cyber safety.
7. The scoping of the new booking system can be shaped together with our stakeholders and users, assessing needs and using feedback from customer surveys.
8. The principles used in the choice of new systems are:
 - Improvement of booking experience introducing more flexible approaches for payments and multiple ways i.e. use of an app as well as the website.
 - Retention of features that are already working to minimise set up costs, i.e. use of wristbands, minimising disruption to customer experience.
 - Improvement of booking systems to facilitate administration and improve data collection on usage.
9. It is important to note that the ponds will continue to be considered unique environments and the new booking systems will not seek to introduce a more formal approach.
10. A dialogue with all users will continue to capture feedback that can be incorporated in the scoping of the new systems where possible.
11. The current systems use an income sharing model and fees. It is anticipated that the new system will generate some efficiencies in relation to staff usage and income. This is because the system will operate on a single licence that can be forecasted with no shared income. The system will be less manual and staff duties can be repurposed to support other activities that are currently understaffed such as support to other booking activities and engagement.

Corporate & Strategic Implications

12. The proposals outlined in this report contribute towards the achievement of the aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy
13. The proposals 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 and C: The Heath is inclusive and welcoming to a diverse range of visitors

Financial Implications

The cost to introduction a new booking system will be met from the Heath's Local Risk Budget.

Resource Implications

14. Introduction of a new booking system will reduce the manual elements of the current booking arrangements, which will enable staff to support user engagement and other leisure and sports activities across the Heath.

Climate Implications

15. The changes will not impact on 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 and any proposed changes will need to be in line with the strategy.

Legal Implications

16. All personal data will be processed in accordance with the Data Protection Act 2018 and the UK GDPR.

Risk Implications

17. Risks are monitored and recorded through the Hampstead Heath Charity Risk Register. Any risks arising from this proposal will be included in a project risk register.

Equality Implications

18. The new booking system will support access to the Bathing Ponds and Lido. The telephone booking line will remain in place.

Security Implications

19. Security implications are monitored and recorded through the Hampstead Heath Charity Risk Register.

Conclusion

20. It is proposed to explore the use of alternative booking systems for the Bathing Ponds and Lido which support an integrated payment approach, offer flexible payment opportunities, provide usage data, and provide a good user experience.

Appendices

- None.

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 5 October 2022
Subject: Vision and Priorities for Parliament Hill Improvements	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 3, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director, Environment	For Decision
Report author: Stefania Horne, Assistant Director	

Summary

This report provides Members a vision for improvements at Parliament Hill.

Recommendation

Members are asked to:

- Agree to develop a Vision for improvements at Parliament Hill

Main Report

Background

1. In 2007, a proposal for improvements to Parliament Hill was considered as part of a wider proposal to the Heritage and Lottery fund. This was over 15 years ago and clearly the priorities for the area need to be reassessed in order to agree the principles and a Vision that can be adopted for future funding opportunities.
2. New priorities and strategic frameworks are currently being discussed as part of the establishment of the new Natural Environment Division, including an emphasis on Nature recovery and visitor and community engagement. Any new Vision should take into account the current Divisional Plan and other new policies applying to the open spaces as a whole, whilst always reflecting the unique character of the Heath, and local issues.
3. A fresh proposal in Camden to re-develop the nearby Murphy's yard, which had been paused, has created an opportunity to emphasise the value of Hampstead Heath to the local planning authority as very important green infrastructure for Camden residents.

4. A new Vision and principles for Parliament Hill improvements would identify opportunities that could then be developed into detailed costed proposals for future funding from planning obligations linked to developments in the local area.

Vision and concepts for improvements

5. The Vision for improvements at Parliament is based on the following principles:
 - The emphasis on the Heath's Nature conservation delivering the new priorities of the City's Climate change strategy and the Nature recovery strategy for the Natural Environment Division.
 - A pedestrian priority to ensure visitor can enjoy the natural space.
 - The need of a defined visitor hub to strengthen the recreational value of the area in line with the Charity Objectives, and with interpretation in line with the Natural Environment Division's Visitor Strategy.
 - Repurposing the buildings to generate more community value.
 - Improvements to the Leisure and recreational value
 - Harness opportunities to increase the learning and education value, in line with the Natural Environment Learning Strategy.
6. As part of the Vision, the following initial improvements are considered :
 - The creation of Sustainable drainage with the introduction of a wetland area that can resolve some of the drainage issues on site. This will also create new habitats and increase the biodiversity value.
 - Defined pedestrian access routes that can minimise soil erosion and increase safety of pedestrians.
 - Refurbishment of buildings for a better community use.
7. Further proposal will need to be included and developed into a final Vision following conversations with stakeholders and users
8. There is an opportunity to scope the improvements of the Gordon House Road entrance in line with any proposed development at Murphy's yards with an improved public realm proposal although at this stage this cannot be defined.
9. Parliament Hill is also hosting a number of leisure and recreational facilities including an Athletic Track, a Lido, a cricket pitch and a bowling green. The development of these facilities is progressing with separate projects and proposals that will feed into the Vision.
10. The Vision for the improvements are at this stage conceptual and further engagement and consultation is needed to develop detailed proposals. An initial proposal is attached in appendix 1.

Corporate & Strategic Implications

11. The proposals outlined in this report contribute towards the achievement of the aims set out in the City of London Corporate Plan 2018-23: Contribute to a flourishing society, Support a thriving economy.

12. The proposals 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 and C: The Heath is inclusive and welcoming to a diverse range of visitors.

Financial Implications

13. There are no financial implications at this stage.

Resource Implications

14. There are no resources implications at this stage

Climate Implications

15. Included within the Sub-Divisional Plan 2022-25 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

16. There are no legal implications at this stage.

Risk Implications

17. Risks are monitored and recorded through the Hampstead Heath Charity and Queen's Park and Highgate Wood Charity Risk Registers. Any risks arising from this proposal will be included in a project risk register.

Equality Implications

18. The new booking system will not change the opportunity to book for all section of the community. A telephone booking opportunity will remain in place.

Security Implications

19. Security implications are monitored and recorded through the Hampstead Heath Charity Risk Registers.

Conclusion

20. This report sets out a high-level vision for the Parliament Hill area. The Vision for the improvements are at this stage conceptual and further engagement and consultation is needed to develop detailed proposals and finalise the Vision.

Appendices

- Appendix 1 – High level improvement proposals for Parliament Hill

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Legend

Phase 1 Projects

- ① Gordon House Road entrance and improved Lido approach and car park.
- ② Improved alignment of pedestrian access route.
- ③a Refurbishment of the Lido café seating area and inclusion of a mini native forest.
- ③b New wetland area providing stormwater attenuation and treatment, comprising shallow swales and small ponds with a diverse mix of flora and fauna. Play on the Way adds an additional layer of interest.
- ④ Existing café refurbished and extended to create a visitor hub and toilets with a new enlarged outdoor seating area.
- ⑤ Dedicated pedestrian access route from Highgate entrance
- ⑥ Renovation of the existing changing rooms to provide an improved community space and a potential new café with a landscaped outdoor seating area.



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