



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: WEDNESDAY, 1 DECEMBER 2021

Time: 3.00 pm

Venue: HYBRID – VIRTUAL AND COMMITTEE ROOMS 3 AND 4, 2ND FLOOR, WEST WING, GUILDHALL

Members: Anne Fairweather (Chair)
William Upton QC (Deputy Chairman)
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Alderman Gregory Jones QC
Wendy Mead
Jason Pritchard
Deputy John Tomlinson
Caroline Haines (Ex-Officio Member)
Oliver Sells QC (Ex-Officio Member)
Yianni Andrews (Royal Society for the Protection of Birds)
John Beyer (Heath & Hampstead Society)
Councillor Marcus Boyland (London Borough of Camden)
Councillor Richard Cornelius (London Borough of Barnet)
Pam Hampshire (Ramblers' Association)
Emily Hills (English Heritage)

Enquiries: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

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<https://youtu.be/sG0Gdv7xaHI>

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John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **MINUTES**
To agree the public minutes of the meeting held on 29 September 2021.
For Decision
(Pages 5 - 12)
4. **OTHER MINUTES**
For Information
 - a) **Hampstead Heath Consultative Committee**
To receive the draft public minutes of the Hampstead Heath Consultative Committee meeting held on 1 November 2021.
(Pages 13 - 18)
 - b) **Queen's Park Consultative Group**
To receive the draft public minutes of the Queen's Park Consultative Group meeting held on 6 October 2021.
(Pages 19 - 22)
 - c) **Highgate Wood Consultative Group**
To receive the draft public minutes of the Highgate Wood Consultative Group meeting held on 6 October 2021.
(Pages 23 - 26)
5. **FRONT LINE WORK UPDATE**
Member of the Heath Team to be heard.
For Information
6. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES 2022/23**
Joint report of the Chamberlain and Executive Director of Environment.
For Decision
(Pages 27 - 40)
7. **REVIEW OF THE 2021 EVENTS PROGRAMME & PROVISIONAL EVENTS PLANNED FOR THE 2022 PROGRAMME**
Report of the Executive Director of Environment.
For Decision
(Pages 41 - 52)
8. **SUPERINTENDENT'S UPDATE**
Report of the Executive Director of Environment.
For Information
(Pages 53 - 56)

- a) Appendix 1 - Divisional Plan 2021-24 (Pages 57 - 80)
- b) Appendix 2 - Hampstead Heath High Level Asset Management Plan (AMP) 2021-2023 (Pages 81 - 84)
- c) Appendix 3 - High Level Asset Management Plan (AMP) - 6-month RAG Status (Pages 85 - 94)

9. **REDEVELOPMENT OF HAMPSTEAD HEATH ADVENTURE PLAYGROUND - GATEWAY 6: OUTCOME REPORT**

Report of the Executive Director of Environment.

For Decision
(Pages 95 - 104)

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

11. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

12. **EXCLUSION OF THE PUBLIC**

MOTION – That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Wednesday, 29 September 2021**

Minutes of the hybrid meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 29 September 2021 at 4.00 pm

Present

Members:

Anne Fairweather (Chair)
William Upton QC (Deputy Chairman)
Karina Dostalova
Deputy David Bradshaw
Alderman Prem Goyal
Michael Hudson
Wendy Mead
Deputy John Tomlinson
John Beyer
Richard Cornelius
Pam Hampshire
Caroline Haines (Ex-Officio Member)
Oliver Sells QC (Ex-Officio Member)

In attendance:

Paul Jeal – Swimming Facilities Supervisor

Officers:

Colin Buttery	- Director of Open Spaces
Richard Gentry	- Acting Superintendent of Hampstead Heath
Jonathan Meares	- Highgate Wood, Conservation & Trees Manager
Katherine Radusin	- PA to Superintendent of Hampstead Heath
Declan Gallagher	- Operational Service Manager
Yvette Hughes	- Business Manager, Open Spaces Department
Gerry Kiefer	- Open Spaces Business Manager
Graham Nickless	- Group Accountant, Chamberlain's Department
Abigail Tinkler	- Head of Learning, Open Spaces Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman Gregory Jones, Jason Pritchard and Yianni Andrews.

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

There were none.

3. **MINUTES**

RESOLVED, that the public minutes of the meeting held on 26 May 2021 were approved as a correct record.

4. **HAMPSTEAD HEATH CONSULTATIVE COMMITTEE MINUTES (TO FOLLOW)**

The draft public minutes of the Hampstead Heath Consultative Committee (HHCC) meeting held on 6 September 2021 were received.

5. **FRONT LINE WORK UPDATE**

Members noted an update from the Health Team regarding Front Line Work.

The Committee was provided with an update from Paul Jeal, Supervisor of the Heath's swimming facilities. Members thanked the Swim Team for their phenomenal achievement to ensure the public were able to swim, which was a significant help to everyone's health and wellbeing during the pandemic and after.

6. **SUPERINTENDENT'S UPDATE**

Members considered a report and received a verbal update from the Acting Superintendent concerning matters relating to Hampstead Heath, Highgate Wood and Queen's Park. The following points were made:

Hampstead Heath Drone Guidance 2021

- Members were advised that HHCC Members expressed concern that the updated drone guidance was not strong enough. Drone incident statistics were provided to the Committee who noted that in the past seven years, there had been 110 incidents (16 per year). Officers were working with the Comptroller to address the issues and a Drone Request Form had been signed off by the Management Team and Heath Constabulary. It was noted that there were few occasions that drone use was allowed which required permission following approved Risk Assessments.
- A Member stated that drones were a widespread problem across open spaces and felt their use should be severely restricted for emergency services only. The Member felt that nobody had the right to film people in public space without consent, which was almost impossible to obtain.
- A Member queried how filming use was monitored as the guidance stated that the Drone Request Form was not mandatory. Officers agreed to seek further legal advice on whether the form could be made mandatory.
- A Member suggested reviewing the Heath's byelaws and including this within the guidance.

- The Chair noted that drones were used by Officers to monitor degradation of the land post-pandemic and extreme weather which was useful. It was agreed balance on the guidance was needed.
- Officers confirmed it was a complex area and the same arguments could be made for use of phones, video recorders and cameras. The key concern was what the footage was being used, if the drone has a camera, then the Data Protection Act and GDPR could apply.
- Members were supportive of the guidance and form but were concerned with how they could be enforced as drone pilots could be far away. Officers agreed this was a challenging issue. The Committee requested that this continued to be reviewed if the guidance did not work.

Divisional Plan 2021-24

- Members noted the Divisional Plan for 2021-24 provided at Appendix 2.

Playgrounds

- Members were advised that works at two of the Heath's playgrounds had been completed, with work to begin at the Preachers Hill playground in October 2021.
- With regards to the Heath Extension Playground Project, there had been significant public engagement and the feedback received would be considered. A fundraising page with opportunities to donate to the project would follow later in the year.

Professional Dog Walking Licence Scheme

- A request was made to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairman of the Committee and the Superintendent, to finalise and implement the documentation in respect of the Professional Dog Walking Licencing Scheme.
- Officers continued to consult with the Hampstead Professional Dog Walkers Association. To inform a zoned approach to licencing, Professional Dog Walkers currently using the Heath were asked to provide details of the areas of the Heath they use. It was proposed that 10-15 licenses be issued per zone.
- The Chair reminded Members that this had previously been discussed at length by the Committee to agree the parameters, but the scheme implementation had been delayed due to Covid. It was hoped this could be approved and brought in Without further delay.
- Members discussed the key change of moving from 40 to 70 licences. It was acknowledged that the load would be spread across six zones. It

was also noted that AM/PM licenses were no longer being proposed and that Licences would enable Professional Dog Walkers to walk at any time of the day.

- A Member was concerned that people might trade the licences as they were valuable and stressed the need to have rules to ensure licences were not transferable. Officers confirmed they had previously sought legal advice concerning the possible trading of licenses and will ensure licences were issued to individuals.
- A Member highlighted the need to consider survey data (such as breeding birds) when mapping the six zones. complimented breeding birds. It was noted that dog walkers would be made aware of conservation areas within zones, which may be seasonal.
- A Member stated that English Heritage supported the Dog Walking Licence Scheme proposals and would bring in a similar scheme for Kenwood.
- Members were supportive of the changes and approved the request for delegate authority to progress with the scheme.

Planning

- The Superintendent updated Members on the following planning applications:
 - **Jack Straws Castle (2020/1828/P).** Members were informed of two issues concerning planning permissions for two dwellings near the boundary of the Car Park and a party wall. A surveyor has been appointed to investigate these concerns.
 - **Murphy's Yard.** It was noted that the proposal for a large residential site of commercial tower blocks had received significant local resistance and it would affect Heath views.
 - **55 Fitzroy Park (2018/3672/P).** A decision had not been determined, and Officers remained concerned by drainage issues and the impact on a pond used as a bird sanctuary.
 - **37 Lancaster Road.** Members were informed that planning had been granted but the project, which backed onto Highgate Wood, would have an impact on ecology, wildlife and trees.
 - **Cranwell House.** This development has received significant local opposition, due to a boundary issue with Highgate Wood and the impact on wildlife.
- With regards to Jack Straws Castle, a Member felt it was essential for the City Corporation to write to the land owner and inform them that anything on City Corporation land would be classed as trespassing. An injunction rather than damages was also recommended.

- A Member voiced support for action against Murphy's Yard and the position against oversailing at Jack Straws. There was concern this would be a landmark case for huge tower blocks and Members did not want to set a precedent for developments affecting views from the Heath.
- .
- A Member noted there was a difference between temporary oversailing, whereby a fee could be requested, and permanent oversailing which should be challenged. Officers confirmed the scaffolding at Jack Straws had been removed and that other matters were being dealt with.

Extreme weather

- The Superintendent advised that heavy rainfall on 12 July 2021 had led to higher-than-normal water levels at the Heath's Pond. Due to the impacts on water quality, the Bathing Ponds were closed. The Kenwood Ladies' and Highgate Men's Bathing Ponds reopened on 20 July and the Mixed Bathing Pond on 21 July.
- In response to a query regarding how often this was likely to happen, Officers explained this was difficult to predict but that extreme changes in weather patterns were being experienced more frequently. The key issue was water not being able to percolate the ground and subsequently entered the Ponds.
- Officers confirmed water quality was tested regularly and must adhere to strict classifications. The Bathing Ponds are closed if water quality is compromised.
- The Deputy Chairman was keen that this be kept under review as preparations would need to be made if this was expected to occur more often. Members were satisfied Officers were making correct and safe decisions and asked that Thames Water's obligations be monitored to ensure they are fulfilling their role.

Capital Projects

- Members were informed that a bid concerning the resurfacing of the Parliament Hill Athletics Track had been submitted and Officers were liaising with the London Borough of Camden, Stakeholders and external sports organisations to seek funding support for the bid.
- It was noted that the Athletics Track running surface was at the end of its useful life. Members were supportive of the bid and noted that the facility was well used and hosted important sporting events, which would not be able to continue if the bid was unsuccessful.

- In response to a question regarding grants from other charities, the Chair confirmed that many charities were still struggling and that funding opportunities not currently available. It was noted that Officers were speaking with officers from the London Borough of Camden, seeking CIL funding.

RESOLVED – That Members:-

- Approve the Drone Guidance attached at appendix 1, as set out in paragraphs 4-8;
- Grant delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee and the Superintendent of Hampstead Heath, to finalise and implement the documentation in respect of the Professional Dog Walking Licencing Scheme ("the Licencing Scheme") which is required to commence the Licencing Scheme in October 2021, as set out in paragraphs 14-15;
- Approve the proposal to hold a Christmas Fayre on Hampstead Heath as set out in paragraphs 30-33.

7. OPEN SPACES DEPARTMENTAL BUSINESS PLAN 2020/21 - YEAR END PERFORMANCE REPORT

Members noted a report of the Director of Open Spaces regarding the Open Spaces Department's delivery of its 2020/21 Business Plan and Year End Performance report.

RECEIVED.

8. TWO YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S LEARNING PROGRAMME 2019-21

Members noted a report of the Director of Open Spaces providing Members with an overview of the Open Spaces learning programme from 2019 to 2021.

Members were informed that the programme has received core funding since April 2019 and delivers school, youth, play, community and volunteering opportunities to children and adults at Hampstead Heath, West Ham Park and Epping Forest.

Members were impressed by the engagement achieved and thanked the Team for their invaluable work.

RECEIVED.

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

Swimming Judicial Review

The Deputy Chairman requested an update. Members were informed that a hearing was scheduled for 9-10 November 2021 and Officers were working with the Comptroller and City Solicitors.

10. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was none.

The meeting ended at 5.39 pm

Chair

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE **Monday, 1 November 2021**

Minutes of the hybrid meeting of the Hampstead Heath Consultative Committee held virtually and in Committee Rooms 3 and 4, Guildhall on Monday, 1 November 2021 at 5.30 pm

Present

Members:

Anne Fairweather (Chair)
William Upton QC (Deputy Chairman)
Ray Booth (Barnet Mencap)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Matthew Frith (London Wildlife Trust)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Steve Ripley (Ramblers' Association)
Richard Sumray (London Council for Recreation and Sport)
Simon Taylor (Hampstead Rugby Club)
Jeff Waage (Heath and Hampstead Society)
John Weston (Hampstead Conservation Area Advisory Committee)
Simon Williams (Vale of Health Society)

Officers:

Richard Gentry	- Acting Superintendent of Hampstead Heath
Declan Gallagher	- Operational Service Manager
Paul Maskell	- Leisure and Events Manager
Jonathan Meares	- Highgate Wood, Conservation & Trees Manager
Katherine Radusin	- PA to Superintendent of Hampstead Heath
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies were received from John Etheridge, Cindy Galvin (Heath Hands represented by Merlin Fox), Dr Gaye Henson, Simon Hunt, Sharlene McGee, Helen Payne, Harunur Rashid, Ellin Stein and Simon Williams.

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

There were no declarations.

3. MINUTES

The public minutes of the meeting held on 6 September 2021 were approved as a correct record subject one amendment to the attendance of the meeting.

Matters arising

Members were informed that a Member (Representative of Clubs using facilities on the Heath) had provided Officers with advice regarding the Athletics

Track advice and asked that the documentation concerning the capital bid be shared.

With regards to the tree planting plans at Parliament Hill, a Member (Hampstead Rugby Club) requested that the diagram be provided that could be shared with the Rugby Club and users. Officers confirmed they were preparing a finalised plan which would be shared.

4. **HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE MINUTES**

The draft public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 29 September 2021 were received.

5. **HAMPSTEAD HEATH SPORTS & WELLBEING FORUM ACTION POINTS**

The draft action points of the Hampstead Heath Sports & Wellbeing Forum held on 12 October 2021 were received.

A Member (London Council for Recreation and Sport) felt that funding for the Athletic Track, which required refurbishment every 10 years to remain safe and compliant, should be deemed as cyclical works moving forward, as the Capital bid process required significant effort and led to huge delays to works. Members agreed and asked if this could be reviewed.

The Chair advised that a new Executive Director of Environment was in place and had appointed an Interim Senior Manager to help progress the Target Operating Model and transition Open Spaces into the new Environment Department structure. The Chair agreed to write to the Director making the suggestion that the Athletics Track's ongoing maintenance be included within the Cyclical Works Programme for future years.

6. **SUPERINTENDENT'S UPDATE**

Members considered an update report of the Superintendent regarding Hampstead Heath, and the following comments were made:

Network Rail – Fence Replacement

- Officers stated that they had concerns regarding planned fence replacements at Parliament Hill and had met with Network Rail representatives to discuss the proposals. It was confirmed by Network Rail, that the works involved the removal and replacement of the above ground fencing structure only.
- A Member (Heath & Hampstead Society) raised a concern regarding hedgehogs. Officers confirmed concerns had been raised with Network Rail, who were receptive to installing intermittent gaps of 13cm in the fencing to allow for movement of animals.
- A Member (London Council for Recreation and Sport) enquired how detritus removal would be dealt with and it was felt this should be the responsibility of Network Rail. Officers confirmed they had been

approached on many occasions about this. When the rubbish removal was complete, the Chair agreed to write to Network Rail regarding their ongoing commitment to deal with detritus.

- It was noted that the fences would be painted black, and Members enquired if camouflage green colouring could be used. It was noted that dark green had been used in the past but black had also been used well at other sites. Officers agreed to raise the recommended dark green colour with Network Rail.

Drone guidance

- Officers were finalising the updated guidance plus a new request form to fly drones on the Heath which would be shared with Members.

Savernake Road signage

- Following a previous request, a Member (Dartmouth Park Conservation Area Advisory Committee) enquired if there had been further discussions regarding implementing a fingerpoint sign or Corporation notice board at Savernake Road.
- Officers confirmed that the London Borough of Camden had been approached regarding the installation of a sign. Members felt this should be on the Camden side and Officers agreed to liaise further.

Cycling

- A Member (London Council for Recreation and Sport) enquired if there was any further information concerning the previous proposal to pilot school cycle bursts on Hampstead Heath.
- Officers advised that they had made several attempts to follow up with London Borough of Camden concerning the proposed pilot but had received no response to date.
- Members were in agreement that the trial of cycle bursts would not be considered until more information was provided by Camden and a full review had taken place.
- A Member (Highgate Conservation Area Advisory Committee) noted that cyclists were using posts and fencing along Merton Lane to park their bikes which Members agreed highlighted the need to improve cycle parking options.
- Officers confirmed they were speaking with London Borough of Camden regarding cycle parking around the Heath and had prioritised installation of cycle parking at Heath facilities, such as the Bathing Ponds.

Planning

- **Jack Straws Castle (2020/1828/P).** A Party Wall Consultant has been appointed and discussions are ongoing.
- It was noted that the Heath & Hampstead Society were also concerned and agreed to work with the Corporation to raise the issue. The Chair was supportive of the continued collaboration.

Forest schools

- Members discussed the upcoming plan for to introduce a licensing scheme for Forest Schools and it was agreed that a representative be invited to talk to the Committee to a relevant meeting in the future.

Projects seeking donations

- In response to a query regarding the Model Boating Pond Island donation project. Members were informed that the funds would cover the removal of the pipe, establishment of additional wetland planting and creation of wildlife shelters on the Island.
- A Member (Hampstead Conservation Area Advisory Committee) stressed the need to improve the fundraising website and recommended looking at the Just Giving and Kickstarter websites for inspiration. Recommended improvements included progress targets, pie charts, encouraging statements, opportunities for people to explain why they donated, a more exciting form, gift aid ability and the option to share with friends.
- The Chair stated that this as a real priority and would share the feedback with the new Project Manager to ensure a more accessible site across all City Corporation Open Spaces.

RESOLVED – That Members provide feedback in relation to the Network Rail Fence Replacement proposal, as set out in paras 14-18.

7. REVIEW OF THE 2021 EVENTS PROGRAMME & PROVISIONAL EVENTS PLANNED FOR THE 2022 PROGRAMME

Members considered a report of the Executive Director of Environment providing Members with an overview of the significant impacts Covid-19 has had on the 2021 Hampstead Heath Events Programme and setting out the provisional 2022 events schedule.

Members requested clarity on the policy concerning major events as it was felt events needed to be evaluated and brought back to Committee if coming back for second time or if the event has changed in any way.

It was confirmed that the Officer Event Group reviewed all events and would continue to consult Members in relation to Large and Major. Members have previously been consulted on the proposal to host a secondary event after the Affordable Art Fair, and for the Showman's Guild to host a longer Easter Fair.

Officers advised Members that they were happy to receive feedback on any of the proposals listed, noting that most were repeat events.

RESOLVED – That Members provide feedback on the proposed 2022 Events Programme (appendix 1).

8. **TWO YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S LEARNING PROGRAMME 2019-21**

Members noted a report of the Director of Open Spaces providing Members with an overview of the Open Spaces learning programme from 2019 to 2021.

A Member (Hampstead Garden Suburb Residents' Association) noted there was an active educational exercise during the Ponds Project and the importance of keeping this resource as it could be used as an example and fed back to the Team.

Members highlighted the need to include figures concerning engagement with BAME groups, which were not mentioned in the report, and recommended including this in the next report. It was also noted that there was work being undertaken in the most deprived boroughs in London; however, it appeared to be only some of these boroughs.

A Member (Heath and Hampstead Society) was particularly concerned by worrying child poverty statistics in Gospel Oak and enquired if the Learning Team had any learning and engagement that could be used in this area.

A Member (Hampstead Garden Suburb Residents' Association) noted that adult education should also be included as a learning opportunity that the Heath provides.

The Town Clerk agreed to share this feedback with the Head of Learning and the Chair requested a discussion at the next meeting.

RECEIVED.

9. **HEATH HANDS UPDATE**

Members received a volunteering update from Heath Hands.

Members were advised that volunteering activity was back to normal, with Heath Hands recruiting new members, and bringing in themed walks and new activities. A report of activities would be shared at the next meeting.

10. **QUESTIONS**

There were no questions.

11. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The following business was raised:

- Members were reminded that the annual Hampstead Heath Calendar was available to purchase at the Parliament Hill Farmer's Market.
- It was noted that a press release would go out tomorrow announcing the appointment of the new Superintendent, who would start in January 2022.
- With regards to an enquiry regarding the location of future HHCC meetings, Members were reminded that Guildhall was chosen based on the feedback from Members at the last meeting as the facilities for hybrid meetings were not available at Parliament Hill. The Chair advised that the current position would be trialled for another meeting to allow transparency. It was suggested that enquiries be made with local schools to see if they had the necessary facilities and accommodation.

12. DATE OF NEXT MEETING

The date of the 2022 meetings were noted as 24 January 2022, 23 May 2022, 5 September 2022 and 7 November 2022.

The meeting ended at 6.59 pm

Chair

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

QUEEN'S PARK CONSULTATIVE GROUP Wednesday, 6 October 2021

Minutes of the virtual meeting of the Queen's Park Consultative Group held on
Wednesday, 6 October 2021 at 2.00 pm

Present

Members:

Anne Fairweather (Chair)
William Upton QC (Deputy Chairman)
John Blandy
Karina Dostalova
Helen Durnford
Vicky Zentner

Officers:

Richard Gentry - Acting Superintendent of Hampstead Heath
Abigail Tinkler - Head of Learning, Environment Department
Leanne Murphy - Town Clerk's Department

1. APOLOGIES

Apologies were received from Councillor Neil Nerva, Virginia Bonham Carter, Councillor Eleanor Southwood and Councillor James Denselow.

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

There were none.

3. MINUTES

RESOLVED, that the minutes of the meeting held on 21 April 2021 be approved.

4. HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MINUTES

Members received the public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 26 May 2021.

5. DRAFT MID TERM REPORT - QUEEN'S PARK CHARITY (NO. 232986)

Members received a report of the Executive Director of Environment concerning the Draft Mid Term Report for the Queen's Park Charity.

The Committee was provided with an overall update by the Acting Superintendent on activities at Queen's Park since the last meeting in April, plus planned upcoming activities.

Members received a proposal from the Acting Superintendent to reopen the Woodland Walk. Members were supportive of reopening of the walk and

advocated for minimal fencing in keeping with the area alongside the path for damaged areas where needed.

Officers confirmed the Hampstead Heath Ecologist was looking at mitigations including an idea to create compartments of fenced small areas for a period of time to help biodiversity. Dead hedging to deter visitors walking off the main path was also suggested. Officers agreed to discuss options with QPARA.

With regards to the Park's public toilet block, Members were frustrated over the length of time it was taking to move forward with this project which had been suggested by Members as to deliver health and safety improvements. Members requested the timelines from the City Surveyor's Department.

Officers confirmed the Cyclical Works Programme (CWP) funded part of the project, which included the redecoration of the exterior, replacement of flooring and tiling in the toilet blocks and white goods, would be delivered by March 2022, with the works ideally taking place during winter months when visitor numbers were lower. Should it proceed, the greening of the wall cost would be covered through the local risk budget or external funding.

Members were shown concept design options for the project which the Town Clerk agreed to share after meeting. It was acknowledged that the visibility of the toilet was the key concern and Members discussed the options of painting the wall a dark green colour, using wooden cladding or using planters and a green roof.

Officers noted concerns over using green planting in a playground environment due to children pulling out the plants and the need for long-term maintenance. The Chair did not share this concern.

Members discussed the different options available and decided they were not supportive of the green roof as this was barely visible. It was agreed that green paint was normally used for blending in which was not possible for the toilet block and white would draw too much attention. Wooden cladding in a similar fashion to the toilet block at Hampstead Heath was considered preferable for the area.

A Member suggested using the bare wall as an opportunity for a fun mural on the playground rear side. It was noted that the Savernake Bridge entrance to Hampstead Heath had recently been re-painted with artwork from local children and had been very well received. A similar approach could be taken in the Park; however, the Chair noted that the project was not cheap and that the London Borough of Camden had provided funding. Members liked the idea but were concerned that this would further delay the project. It was agreed this could be revisited after the project had been completed.

A Member noted that the Acting Superintendent was also the Constabulary and Queen's Park Manager and suggested more support was needed plus succession planning for the future. Members were advised that the Senior

Management Team ensured Queen's Park had the necessary support and roles were currently being advertised.

In response to a query concerning staff restructuring, Members were informed that this was not the appropriate forum to discuss staff and employment matters which sat within the remit of the Management Committee and the Chair agreed to share Member's concerns.

RESOLVED - that Members:-

- Provide feedback in relation to the 6-month Review of the Plans for Future Periods and Key Performance Measures for 2021-22 as set out in appendix 1.

6. TWO YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S LEARNING PROGRAMME 2019-21

Members noted a report of the Director of Open Spaces regarding the Two-Year Review of the Open Spaces Department's Learning Programme 2019-21.

Members were impressed by the work and hoped for more integration locally in the future.

RESOLVED - that the report be noted.

7. QUESTIONS

There were no questions.

8. ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT

There was none.

9. DATES OF NEXT MEETINGS

It was noted that the next meetings would take place on 25 May and 5 October 2022.

The meeting ended at 3.01 pm

Chair

Contact Officer: Leanne Murphy
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HIGHGATE WOOD CONSULTATIVE GROUP Wednesday, 6 October 2021

Minutes of the virtual meeting of the Highgate Wood Consultative Group held on
Wednesday, 6 October 2021 at 11.15 am

Present

Members:

Anne Fairweather (Chair)
William Upton QC (Deputy Chairman)
Deputy John Tomlinson
Stephanie Beer
Councillor Bob Hare
Michael Hammerson

Officers:

Jonathan Meares	- Highgate Wood, Conservation & Trees Manager
Richard Gentry	- Acting Superintendent of Hampstead Heath
Abigail Tinkler	- Head of Learning, Environment Department
Leanne Murphy	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Councillor Julia Ogiehor, Lucy Roots, Alison Watson, Peter Corley and Therese Gray.

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

There were none.

3. MINUTES

RESOLVED, that the minutes of the meeting held on 21 April 2021 be approved.

4. HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MINUTES

Members received the public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 26 May 2021.

5. DRAFT MID TERM REPORT - HIGHGATE WOOD CHARITY (NO. 232986)

Members received a report of the Executive Director of Environment concerning the Draft Mid Term Report for the Highgate Wood Charity (No. 232986).

The Committee was provided with an overall update by the Highgate Wood, Conservation & Trees Manager on activities at Highgate Wood since the last meeting in April, plus planned upcoming activities.

With regards to the Lanchester Gardens planning application, a Member stated that the Local Authority did not regard the trees as veteran and requested a definition. Officers agreed there was debate over the status of these trees which were contenders to be veteran trees and confirmed they had high heritage, biodiversity and ecological value. The City Corporation hoped that London Borough of Haringey would perform its duties and apply necessary conditions.

A Member advised that Highgate Wood was now included as part of an enlarged archaeological area which could give additional protection. It was recommended that Officers work with Greater London Archaeology Advisory Service (GLAAS) on archaeological issues which could lead to a survey.

Members were disappointed the 2021 annual Community Heritage Day was cancelled and hoped that it could be made a bigger event in September 2022. Officers noted it was usually intentionally kept as a small, local event but acknowledged there was potential to make it larger as the last two events were not able to go ahead.

A Member enquired if more could be done to publicise Heath Hands activity locally as there were lots of ways for people to get involved. Officers confirmed a number of well attended Heath Hands sessions had taken place locally. It was agreed the Corporation's communications could be improved to ensure people had access to relevant information including local webpages linking to groups such as Heath Hands.

In response to queries, Members were advised that Forest Schools were running again with capped numbers and sessions. The sites were also being moved around to prevent the impact on the forest floor. It was noted that the café tendering process was delayed until 2022/23. There were no concerns with the current operators who were currently operating under a tenancy at will.

RESOLVED - that Members:-

- Provide feedback in relation to the 6-month Review of the Plans for Future Periods and Key Performance Measures for 2021-22 as set out in appendix 1;
- Provide feedback on the 'Poetry Project', as outlined by the Highgate Wood Manager.

6. TWO YEAR REVIEW OF THE OPEN SPACES DEPARTMENT'S LEARNING PROGRAMME 2019-21

Members noted a report of the Director of Open Spaces regarding the Two-Year Review of the Open Spaces Department's Learning Programme 2019-21.

Members were impressed by the work and hoped for more local integration of the Education Programme in the future. Officers agreed to invite local groups to the next meeting.

RESOLVED - That the report be noted.

7. **QUESTIONS**

There were no questions.

8. **ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

There was none.

9. **DATES OF NEXT MEETINGS**

It was noted that the next meetings would take place on 25 May and 5 October 2022.

The meeting ended at 11.52 am

Chair

Contact Officer: Leanne Murphy
leanne.murphy@cityoflondon.gov.uk

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Agenda Item 6

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park	1 December 2021
Subject: Departmental and Service Committee Budget Estimates 2022/23	Public
Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1,2,3,4,5,8,9,10,11 & 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 the funding source been agreed with the Chamberlain's Department?	N/A
Report of: The Chamberlain Executive Director Environment	For Decision
Report Author: Beatrix Jako, Chamberlain's Department	

Summary

This report presents for approval the budget estimates for the Hampstead Heath, Highgate Wood and Queen's Park Committee for 2022/23, for subsequent submission to the Finance Committee. The budgets have been prepared within the resources allocated to the Director and the table below summarises.

The proposed budget for 2022/23 has been prepared within the resources allocated to the Executive Director by Resource Allocation Sub Committee in October 2021, including an inflation increase of 2% balanced by an efficiency saving of 2%.

Summary of Table 1 (Includes Local Risk, Central Risk, and Recharges/Support Services)	Original Budget (OR)	Latest Approved Budget	Original Budget (OR)	Movement
	2021/22 £000	2021/22 £000	2022/23 £000	2021/22 OR to 2022/23 OR £000
Net Local Risk	(4,595)	(4,623)	(4,679)	(84)
Net City Surveyor	(413)	(468)	(468)	(55)
Net CWP	(740)	(792)	(146)	594
Net Central Risk	1,097	1,028	1,490	393

Support Services	(1,445)	(1,503)	(1,375)	70
Total Net Expenditure	(6,096)	(6,358)	(5,178)	918

Overall, the provisional Original Budget for 2022/23 totals £5.178M, a decrease of £0.918M compared with the Original 2021/22 Budget.

There is a reduction in the Cyclical Works Programme (CWP) of £594,000 however, Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. A separate bid for new CWP works in 2022/23 has not been included in this report, as it has yet to be considered by Corporate Asset sub-committee and Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

In addition, there was an increase in the Central Risk budget credit due to a new basis for calculating the budget for the maximum contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order (see paragraph 13).

Recommendation

Members are asked to:

- i) review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's proposed revenue budget for 2022/23 for submission to Finance Committee,
- ii) review and approve the Hampstead Heath, Highgate Wood and Queen's Park Committee's capital and supplementary revenue projects budgets for 2022/23 for submission to Finance Committee,
- iii) authorise the Chamberlain in consultation with the Executive Director Environment to revise these budgets to allow for any further implications arising from Corporate Projects, the Target Operating Model, and changes to the Cyclical Works Programme following the funding decision on bids for works in 2022/23,
- iv) agree that minor amendments for 2021/22 and 2022/23 from changes to recharges arising during budget setting be delegated to the Chamberlain.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Hampstead Heath, Highgate Wood and Queen's Park which are funded from City's Cash.
2. This report sets out the proposed budgets for 2022/23 for these areas. The Revenue Budget management arrangements are to:
 - Provide a clear distinction between local risk, central risk, and recharge budgets.
 - Place responsibility for budgetary control on departmental Chief Officers.
 - Apply a cash limit policy to Chief Officers' budgets.
3. The budget has been analysed by the service expenditure and compared with the original budget for the current year.
4. The report also compares the current year's budget with the forecast outturn.
5. The overall 2022/23 budget for Hampstead Heath, Highgate Wood and Queen's Park which includes the Executive Director Environment's Local Risk, City Surveyor's Local Risk, Central Risk, and Recharges/Support Services is £5.178M, a decrease of £0.918M when compared with the 2021/22 Original Budget.

Business Planning Priorities for 2022/23

6. The Open Spaces, Environment Department business priorities for the forthcoming year have been set out in the 2022/23 business plan report which will be presented to the Open Spaces and City Gardens Committee on 7 December 2021 for approval.

Proposed revenue budget for 2022/23

7. This report presents, in Table 1 at Appendix 1, the budget estimates for 2022/23 for the Hampstead Heath, Highgate Wood and Queen's Park Committee analysed between:
 - Local Risk Budgets – these are budgets deemed to be largely within the Chief Officer's control.
 - Central Risk Budgets – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties).

- Support Services – these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk. Further analysis can be found in Appendix 2.
8. The provisional 2022/23 budgets, under the control of the Executive Director Environment being presented to your Committee, have been prepared in accordance with guidelines agreed by the Policy & Resources and Finance Committees. These include continuing the implementation of the required budget reductions across both local and central risks, as well as the proper control of transfers of non-staffing budgets to staffing budgets.
9. For 2022/23 budgets include;
- Pay increases at 1.525% for grades A-C
 - 1.25% increase to National Insurance Contributions (NIC) from April 2022
 - 2% uplift for inflation offset by 2% efficiency savings (a flat cash position)
 - Previously agreed fundamental review savings of £5k
10. Income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) have been commented on and are referenced in the relevant table.
11. Analysis of the movement in staff related costs are shown in Table 2 below. Staffing levels have remained stable between 2021/22 and 2022/23 budgets.

Table 2 - Staffing statement	Original Budget		Latest Approved Budget		Original Budget	
	2021/22		2021/22		2022/23	
	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000	Staffing Full-time equivalent	Estimated cost £000
Hampstead Heath	114.13	(5,284)	114.13	(5,445)*	114.13	(5,331)
Queen's Park	11.45	(489)	11.45	(492)	11.45	(506)

Highgate Wood	6.20	(342)	6.20	(430)*	6.20	(330)
TOTAL	131.78	(6,115)	131.78	(6,367)	131.78	(6,167)

* The 2021/22 latest approved budget (central risk) includes £221,000 costs in total relating to the flexible retirement pension strain costs.

12. Members should note that the Cyclical Works Programme (CWP) figures included in this report relate only to elements of previously agreed programmes, which will be completed in 2021/22 & 2022/23. The separate bid for CWP works in 2022/23 has not been included in this report, as it is to be considered by Corporate Asset sub-committee in November, and then subsequently by Resource Allocation sub-committee to agree the funding. Once both sub-committees have agreed the 2022/23 programme Members will be advised of the outcome and the estimates adjusted accordingly.

TABLE 3 – CYCLICAL WORKS PROGRAMME & CITY SURVEYOR LOCAL RISK			
Repairs and Maintenance (including cleaning)	Original Budget 2021/22 £'000	Latest Approved Budget 2021/22 £'000	Original Budget 2022/23 £'000
Cyclical Works Programme			
Hampstead Heath	(665)	(684)	(146)
Queen's Park	-	(42)	-
Highgate Wood	(75)	(66)	-
	(740)	(792)	(146)
Planned & Reactive Works (Breakdown & Servicing – City Surveyor Local Risk)			
Hampstead Heath	(306)	(352)	(352)
Queen's Park	(45)	(48)	(48)
Highgate Wood	(39)	(48)	(48)
	(390)	(448)	(448)
Cleaning (City Surveyor Local Risk)	(23)	(20)	(20)
Hampstead Heath			
	(23)	(20)	(20)
Total Cyclical Works Programme & City Surveyor	(1,153)	(1,260)	(614)

13. There was an increase in the 2022/23 Central Risk budget credit due to a new basis for calculating the budget for the maximum contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust. The reserves policy of the Trust

is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £32.5 million) should produce income to cover a proportion of the running costs of the Hampstead Heath. The maximum contribution is set out in the Transfer order (The London Government Reorganisation Hampstead Heath Order 1989) and is subject to a triennial review. 2022/23 is the first year and therefore the contribution is equal to the amount of the income accrued to the Trust Fund in the preceding financial year 2020/21: £1,557,637 multiplied by the change in the Average Earnings Index between April 2020 and April 2021.

Potential Further Budget Developments

14. The provisional nature of the 2022/23 revenue budget recognises that further revisions may be required, including in relation to:
- Decisions on funding of new bids for 2022/23 by the Cyclical Works Programme by the Corporate Asset Sub-Committee and the Resource Allocation Sub-Committee.
 - Budget adjustments to align with the Target Operating Model.

Revenue Budget 2021/22

15. The 2021/22 latest approved budget includes £31,000 to fund pay increases at 1.525% for grades A-C, an allocation of £3,000 from the Directorate to fund various projects, and £6,000 release of Local Risk funding for Redevelopment of Hampstead Heath Adventure Playground capital scheme. The forecast outturn for the current year is in line with the latest approved budget of £6.358M. Movement of the 2021/22 Original Budget to the 2021/22 Latest Approved Budget can be found in Appendix 4.

Draft Capital and Supplementary Revenue Budgets

16. The latest estimated costs of the Committee's current approved capital and supplementary revenue projects are summarised in the Table below:

Service Managed	Project	Exp. Pre 01/04/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	Later Years £'000	Total £'000
	<u>Authority to start work granted</u>						
Hampstead Heath	East Heath Car Park Resurfacing	20	387	-	-	-	407
Hampstead Heath	Redevelopment of two Play Areas	65	48	-	-	-	113
Hampstead Heath	Mixed Pond Rewire	-	120	-	-	-	120
TOTAL HAMPSTEAD HEATH		85	555	-	-	-	640

17. These schemes are all expected to be completed in the current financial year.

18. Progression of any other schemes in the pipeline is subject to confirmation of central funding via the annual capital bid process and gateway approvals. Please see Appendix 3 for details of the bids put forward.

19. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2022.

Corporate & Strategic Implications

20. The Department's activity delivers ten of the twelve Corporate Plan outcomes, across all three of the Corporate Plan aims.

Contribute to a flourishing society

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

Support a thriving economy

5. Businesses are trusted and socially and environmentally responsible.
8. We have access to the skills and talent we need.

Shape outstanding environments

9. We are digitally and physically well-connected and responsive.
10. We inspire enterprise, excellence, creativity and collaboration.
11. We have clean air, land and water and a thriving and sustainable natural environment.
12. Our spaces are secure, resilient and well-maintained.

Security Implications

21. None

Public sector equality duty

22. Should the capital projects be approved for funding it will significantly improve the service and experience provided to our local communities. Where capital funded projects are approved for progress or new policies and strategies developed, we will undertake 'tests of relevance' and where appropriate, Equality Analysis. Our fees and charges are annually benchmarked with neighbouring facilities, but we will continue to informally assess any negative impact on protected characteristic groups.

Conclusion

23. This report presents the Capital and Revenue budget estimates for 2022/23 for the Hampstead Heath, Highgate Wood and Queen's Park Committee for Members to consider and approve.

Appendices

- Appendix 1 – Budget estimates 2022/23 Table 1
- Appendix 2 – Support Services and Capital Charges
- Appendix 3 – Capital Project Bids for 2022/23
- Appendix 4 – Original Local Risk 2021/22 budget to Latest Approved 2021/22 Local Risk Budget
- Appendix 5 – Original 2021/22 Local Risk Budget to Original Local Risk 2022/23 budget

Beatrix Jako

Acting Senior Accountant, Chamberlains Department

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Appendix 1

TABLE 1 HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK SUMMARY – ALL FUNDS							
Analysis of Service Expenditure	Local or Central Risk	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 21-22OR to 22-23OR £'000	Paragraph Reference
EXPENDITURE							
Employees	L	(5,813)	(6,115)	(6,146)	(6,167)	(52)	a)
Employees	C	(147)	-	(221)	-	-	
Premises Related Expenses	L	(489)	(396)	(391)	(464)	(68)	b)
City Surveyor's Local Risk inc cleaning	L	(487)	(413)	(468)	(468)	(55)	
Cyclical Works Programme	L	(883)	(740)	(792)	(146)	594	c)
Transport Related Expenses	L	(239)	(115)	(115)	(115)	-	
Supplies & Services	L	(890)	(484)	(486)	(482)	2	
Supplies & Services	C	(1)	-	-	-	-	
Capital Charges - Depreciation	C	(228)	(251)	(228)	(228)	23	
Transfer to Reserves	L	(1)	-	-	-	-	
Unidentified Savings	L	-	217	-	26	(191)	d)
Total Expenditure		(9,178)	(8,297)	(8,847)	(8,044)	253	
INCOME							
Other Grants, Reimbursements and Contributions	L	124	13	13	26	13	
Customer, Client Receipts	L	1,727	2,285	2,502	2,497	212	e)
Investment Income	C	1,368	1,348	1,477	1,718	370	f)
Total Income		3,219	3,646	3,992	4,241	595	
TOTAL (EXPENDITURE) BEFORE SUPPORT SERVICES		(5,959)	(4,651)	(4,855)	(3,803)	848	
SUPPORT SERVICES							
Central Support		(1,220)	(1,113)	(1,117)	(1,019)	94	*
Recharges within Fund		(286)	(315)	(369)	(339)	(24)	
Recharges across Fund		(7)	(17)	(17)	(17)	-	
Total Support Services		(1,513)	(1,445)	(1,503)	(1,375)	70	
TOTAL NET (EXPENDITURE)		(7,472)	(6,096)	(6,358)	(5,178)	918	

*This is made up of smaller (under £50,000) increases and decreases in Central Support.

a) The £52,000 increase is mainly due to a provision for pay increases at 1.525% for grades A-C, a 1.25% increase to National Insurance Contributions (NIC) from April 2022, and incremental progression.

b) A £68,000 increase in premises related expenditure is mainly due to an increase in refuse collection costs due to growing number of visitors, an

increase in grounds maintenance costs to deliver the Annual Work Plan, and adjustments of council tax costs.

- c) The £594,000 reduction in Cyclical Works Programme is explained in paragraph 12.
- d) Most of the unidentified savings in the 2020/21 Original budget have now been identified by adjustments which have resulted in savings being made and therefore the unidentified element has decreased.
- e) The £212,000 increase in customer and client receipts is mainly due to a number of income budgets being uplifted to reflect income collection levels; these include fees and charges and income generated from the use of facilities.
- f) The £370,000 increase in Investment Income (central risk) due to a new basis for calculating the budget for the maximum contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order (see paragraph 13).

Appendix 2

Support Services to/from Hampstead Heath, Queen's Park & Highgate Woods Committee	Actual 2020-21 £'000	Original Budget 2021-22 £'000	Latest Approved Budget 2021-22 £'000	Original Budget 2022-23 £'000	Movement 2021-22OR to 2022-23OR £'000	Paragraph Reference
<u>Support Services</u>						
Central Recharges-						
City Surveyor's Employee Recharge	(257)	(277)	(259)	(259)	18	
Insurance	(101)	(105)	(105)	(105)	-	
I.S.Recharges - Chamberlain	(356)	(256)	(281)	(215)	41	
Support Services-						
Chamberlain (inc CLPS recharges)	(177)	(141)	(135)	(125)	16	
Comptroller and City Solicitor	-	-	-	-	-	
Town Clerk	(243)	(220)	(222)	(207)	13	
City Surveyor	(86)	(114)	(115)	(108)	6	
Total Support Services	(1,220)	(1,113)	(1,117)	(1,019)	94	*
<u>Recharges Within Fund</u>						
Directorate Recharges	(247)	(268)	(321)	(291)	(23)	
Learning Recharges	(197)	(207)	(208)	(208)	(1)	
Corporate and Democratic Core	158	160	160	160	-	
Total Recharges Within Fund	(286)	(315)	(369)	(339)	(24)	
Total Recharges Across Fund – Reservoir Inspections	(7)	(17)	(17)	(17)	-	
Total Support Services	(1,513)	(1,445)	(1,503)	(1,375)	70	

*This is made up of smaller (under £50,000) decreases in Support Services.

Appendix 3

Capital Project Bids for 2022/23

Project – Parliament Hill Athletics Track Resurfacing £2,000,000

Status – Green – Recommended for approval

Project – Redevelopment of Queen’s Park Play Area and Sandpit £55,000

Status – Green – Recommended for approval

Appendix 4

Movement from the 2021/22 Original Budget to the 2021/22 Latest Approved Budget

Hampstead Heath, Highgate Wood and Queen’s Park	£000
Original Net Local Risk Budget (Executive Director Environment & City Surveyor)	(5,008)
Executive Director Environment	
Pay increases at 1.525% for grades A-C	(31)
Allocation from the Directorate to fund various projects	(3)
Release of Local Risk funding for Redevelopment of Hampstead Heath Adventure Playground capital scheme	6
City Surveyor	
Planned & Reactive Works including Cleaning	(55)
Latest Approved Net Local Risk Budget (Executive Director Environment & City Surveyor)	(5,091)

Appendix 5

Movement from the 2021/22 Original Budget to the 2022/23 Original Budget

Hampstead Heath, Highgate Wood and Queen's Park	£000
Original Net Local Risk Budget (Executive Director Environment & City Surveyor)	(5,008)
Executive Director Environment	
Pay increases at 1.525% for grades A-C	(31)
1.25% increase to National Insurance Contributions (NIC) from April 2022	(58)
Fundamental review savings due in 2022/23	5
2% inflation uplift	(91)
2% efficiency saving	91
City Surveyor	
Planned & Reactive Works including Cleaning	(55)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor)	(5,147)

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date: 01/12/2021
Subject: Review of the 2021 Events Programme & Provisional Events planned for the 2022 Programme	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?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Executive Director, Environment	For Decision
Report author: Paul Maskell, Leisure & Events Manager	

Summary

This report details the significant impacts Covid-19 has had on the 2021 Hampstead Heath Events Programme and sets out the provisional 2022 events schedule (appendix 1).

Recommendation

It is recommended that Members:

- Approve the Large and Major events proposed as part of the provisional 2022 Events Programme for Hampstead Heath and Queen's Park, as set out at appendix 1.

Main Report

Background

1. The Site Specific Events Policies (Part 2), set out the framework for making decisions about events across the City of London's Open Spaces.

Current Position

2. Due to the Covid-19 lockdowns and social distancing measures, a number of events early in the year had to be cancelled or postponed at Hampstead Heath including:
 - The English National Cross-Country Championships (6 March 2021)
 - Affordable Art Fair (AAF 28 April to 2 May 2021)

- Night of the 10k (19 May 2021)
 - Cancer UK's Race for life (15 June 2021)
 - Give it a go (July 11 2021)
 - Summer music programme on the bandstand (June to September 2021)
3. From 19 July 2021, in-line with the Government's Roadmap out of Lockdown, events were able to resume on the Heath. To ensure visitor safety, the Leisure and Events Manager has worked closely with event organisers to enable events to proceed in line with government guidance.
 4. Due to the Covid-19 Pandemic, the Officer Events Group (OEG) have taken, and will continue with a practical and informed approach in relation to considering event applications, being mindful that the current situation still lacks certainty. Therefore, it is very difficult for event organisers to make applications within the usual timeframes, especially in relation to larger events, or those which involve mass participation.
 5. The OEG will continue to support smaller COVID Secure cultural and community events which may arise at short notice but are compliant with the latest Government Guidance, and the Heaths celebration of #150

The 2021 Events Programme

6. Race for Life have been holding events on the Heath for over 30 years. This year's event has re-scheduled a number of times before taking place on 21 August 2021. The event manager provided the following feedback "We had around 200 participants taking part in the race and helping us to raise over £20,000 which is amazing! This money is going to help to fund life-saving research into the causes, prevention, diagnosis and treatment of all types of cancer. The low numbers were frustrating, but race for life is committed to carrying on their 30-year legacy of holding the event on the Heath and with a return to some kind of normality, we hope that numbers will be more substantial for 2022."
7. Zippos Circus hosted performances on the Heath from 12 -18 July 2021. Performances were better attended this year; however, numbers were still down on pre-covid performance attendance levels.
8. Traditional Fairs took place over the Whitsun (9-day fair) and August Bank Holiday (3-day fair) weekends. Unfortunately, the longer Easter fair, linked to the proposals for a secondary event managed by the AAF, was not able to go ahead due to covid restrictions in place at the time.
9. 2021 marks the 150th anniversary of the passing of the Hampstead Heath Act 1871. In celebration, a range of celebrations and events have taken place throughout 2021. The #Heath150 outdoor exhibition was hosted at East Heath between 25 June - 8 August 2021. The display told the story of how Hampstead Heath was saved and is protected through to today. This exhibition proved popular with visitors and was the focus of several community events, such as the

Highgate Festival 2021 and Hampstead Summer Festival, with live interpretation events, engaging with audiences across the Heath.

10. The Heath's Leisure & Event's Manager worked in partnership with the Heath & Hampstead Society to deliver two events; a Kite Flying Festival at Parliament Hill on 27 June attended by 600 people throughout the day, and a Community Concert on 5 September at the Parliament Hill Bandstand. The Concert was called 'Natural Aspect' and attracted over 800 people to watch John Etheridge, Vimala Rowe, Cosmo Sheldrake and the Beaky band
11. Heath Hands hosted a community event at the Parliament Hill Bandstand on 27 June which was well attended, with approximately 600 people attending.
12. The 21st Hampstead Heath Duathlon took place on 5 September 2021. The event is run in partnership with the Hampstead Rugby Football Club. Participation numbers were capped at 158 (50 less than number of participants at the 2019 event) and event pre-registration took place on the Saturday to avoid large crowds gathering. Lane swimming was introduced at the Lido to reduce crowding of participants in the water. The event was a great success, with TRI London 1 winning the team event. The Men's event winner finished with a time of 33m 16s, and the Women's event winner finished with a time of 34m 51s.
13. Hideaway Cinema and the Hampstead Heath Film Festival took place between 8 - 12 September. To celebrate the #Heath150, a screening of Tinker Taylor Soldier Spy was hosted. In partnership with Heath & Hampstead Society a Q&A with Nick Harkaway, John Le Carre's son, and Lord Melvin Bragg took place before the screening, which proved to be a great success.
14. Run for your Life is one of our most popular fun runs on Hampstead Heath and is run in partnership with the Armoury, Jubilee Hall Trust. A total of 588 runners took place in the 2021 event.
15. The London Youth Games took place on 20 November 2021. Over 1,000 young people took part in the event, with each London Borough being represented.
16. A total of 22 Weddings and Civil Ceremonies took place at Hampstead Heath during 2021. The Rotunda and Belvedere locations were not used, and ceremonies were held primarily at the Hill Garden due to Covid. As part of the Government's trial adjustment to the criteria for wedding venues (which commenced on 1 July 2021 and will be in place until 31 March 2022), two additional locations within the Hill Garden and Pergola were approved. This enables weddings and civil ceremonies to take place totally outdoors. This trial was introduced to assist licensed venues with managing ceremonies safely. The locations which are being trialled are in the Hill Garden, adjacent to the Pond, where six of the ceremonies took place, and on the Pergola, parallel to Inverforth House, where two ceremonies took place.
17. At Queen's Park, two Ceremonies were held at the Bandstand in 2021.

Upcoming events (2021)

18. From 27 November 2021 - 2 January 2022 East Heath will play host to the first Hampstead Heath Christmas Fayre. The event will have a staggered start beginning with a traditional Christmas tree market from 27 November. From 1 December small-scale fairground rides, Christmas style chalets selling food and refreshments and ancillary goods will be added. Christmas tree sales will commence from 10.00am (daily) and the market and fair from 11.00am (daily). The fayre will close by 7.00pm (daily) and noise levels will be kept to a minimum.
19. The Leisure & Events Manager is making arrangements for the 2021 Christmas day swim, and we are hopeful that this event will go ahead.

Cancelled & Postponed Events (2021)

20. Affordable Art Fair (AAF), Hampstead was due to take place between 28 April - 5 May 2021, with a second event planned, following on from the Art Fair. However, in early February, the event organisers cancelled the 2021 fair due to continued uncertainty around Covid-19.
21. Highgate Harriers' 'Night of 10,000m PB's' was cancelled in early April 2021. The event had been due to take place on 19 May 2021.
22. The summer 2021 music programme was also cancelled. 23 band performances had been scheduled to take place at Parliament Hill and Golders Hill Park during June-August 2021. The Leisure and Events Manager hopes to launch a new summer music programme in June 2022 which will include a full programme of Bandstand concerts and 3 Friday evening concerts.
23. Circus Berlin were due to perform on the Heath between 22- 29 September. Unfortunately, due to challenging economic conditions and an outbreak of COVID 19 within the performers, the circus cancelled their performance on Hampstead Heath.
24. Throughout 2020 and early 2021 the Leisure & Events Manager had been working with our community partners to plan and prepare for Give it a Go! 2021 event. In early June, after discussions with our partners the decision was taken to cancel the 2021 event, which had been due to take place on 4 July. The Leisure and Events Manager will make tentative plans for a July 2022 event.

Proposed 2022 Events Programme

25. The proposed 2022 Events Programme for Hampstead Heath and Queen's Park is set out at appendix 1. There are currently no events planned at Highgate Wood for 2022.
26. The English National Cross-Country Championships were due to take place on 6 March 2021. After some contemplation the organising Committee decided to postpone the 2021 event to hold the 2022 English National Cross-Country Championships on the Heath on the 26 February 2022. This has necessitated

the Southern Counties Cross Country, which was scheduled to be held on the Heath, moving to an alternative location for 2022.

27. The AAF are keen to go ahead with a 2022 Hampstead Heath Affordable Art Fair, and to host a second event in 2022, following on from the Art Fair. They are still working on details and updates will be provided in due course.
28. Linked to the proposals for a secondary event managed by the AAF, the Leisure & Events Manager has discussed with Members the proposal for the Showmen's Guild to host a longer Easter Fair, to replace the Whitsun fair. Therefore, it is proposed that the 2022 Easter Fair will take place between 9-12 April and 15-18 April 2022.
29. Highgate Harriers have made a 2022 application for the Night of the 10,000 PB's event to take place on 14 May 2022. The event, as agreed with British Athletics, is based on hosting under the assumption of 'normal' non- covid restrictions. The event will include the British Championships and Team GB trials for the World Championships. President of the IAAF, will attend the event and incorporate it as an official ceremony granting Hampstead Heath and the English National Cross Country their World Athletics Heritage Plaque.
30. As part of the #Heath150 legacy the Leisure & Events Manager is working in partnership with the Heath & Hampstead society to repeat the Kite flying festival (26 June 2022) and Natural Aspect concert (4 September 2022).
31. Following a successful trial event during 2021, it is proposed that a Hampstead Heath Film Festival take place between 6-11 September 2022.

Corporate & Strategic Implications

32. The Events Programme directly supports 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.
33. The provision of the events programme also meets the three objectives and outcomes set out in the Open Spaces Business Plan 2020-21 (a) Open spaces and historic sites are thriving and accessible, (b) Spaces enrich people's lives and (c) Business practices are responsible and sustainable.
34. The events programme contributes towards the achievement of the three aims set out in the City of London Corporate Plan 2018-23. Contribute to a flourishing society (1-4), Support a thriving economy (5) and Shape outstanding environments (9-12).

Financial

35. The Events Policy details the framework for event cost recovery. The associated charges for holding events are set out in the annual Fees and Charges which are review and approved by Members on an annual basis.

36. As a direct result of the Covid-19 pandemic revenue from events has been severely curtailed, which has placed additional pressure on Local Risk Budgets.

Resource Implications

37. The OEG considers the impact on Staff resources when reviewing event applications. are being prioritised keeping the sites open, safe, accessible and secure.

Climate Implications

38. No Impact.

Legal Implications

39. No Impact.

Risk Implications

40. No Impact.

Equality Implications

41. No Impact.

Security Implications

42. No Impact.

Conclusion

43. The remainder of the 2021 Events Programme and the proposed 2022 Events Programme are subject to Government Guidance and Policy regarding the on-going Covid-19 pandemic. The Leisure & Events Manager is in regular contact with the event organisers and is confident that if Covid-19 measures continue to ease the Heath can return to hosting a wide range of events that promote sport, health and well-being, whilst contributing to achieving the Outcomes of the Hampstead Heath Management Strategy 2018-2028.

Appendices

- Appendix 1 – Proposed 2022 Events Programme for Hampstead Heath & Queen's Park.

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HAMPSTEAD HEATH

Event	Event Date	Event Duration	Event opening hours	Set-up & Strike	Event Details	Event Scale
English National Championships	26 February 2022	1 day	06:00 – 18:00	1 set up day 1 strike 26-27 February	A National Competition with several age groups including young athletes. Infrastructure includes several Marquees and a VIP caravan serving food and hot drinks.	Major
Showman's Guild Easter Fair	9-18 April 2022	9 days	Funfair opens 12 noon – 21:30 (except Sundays)	2 days set up days (7 -8 April) 1 strike days (18 April)	Traditional Family Funfair at the Lower Fairground site. Approx. 15-20 funfair operators will be taking part. The fair will be closed between 6-7 April.	Major
Affordable Art Fair	4-8 May 2022 (Private view 4 May 2022)	5 days	Wednesday 4 May 17:30 – 21:30 Thursday 5 May 11:00 –21:00 Friday 6 May 11:00 –19:00 Saturday 7 May 11:00 –18:00 Sunday 8 May 11:00 –18:00	15 set up days (21 April – 5 May). 6 strike days (10-15 May)	Art Fair at the Fairground site. Use of East Heath Car Park and Jack Straws Castle Car Park for visitor and exhibitor parking. The estimated number of participants over the course of the fair is 15,000 with 110 exhibiting galleries anticipated. Structures: main tent 4250m2, cafe 650m2, entrance 400m2. These structures are built on a scaffold frame to provide a strong, flat base. Internally there are approx. 110 individual booths built from painted timber panels. The 2022 Hampstead AAF Charity Beneficiary is to be decided. DJ on Wednesday and Thursday evening, recorded music during fair, possible live acoustic music on Wednesday evening – all within the tent structures. An application from the AAF for a second event utilising the Art Fair infrastructure is anticipated.	Major

Highgate Harriers Night of 10,000m PB's	14 May 2022	1 day	12noon – 22:30	<p>1 set up day (13 May)</p> <p>1 strike day (15 May)</p>	<p>460 participants (including 100 children) are expected. 5,000 spectators are anticipated.</p> <p>The event comprises nine 10,000m events with a circus atmosphere and spectators viewing from track. The championship races include the World 10,000 meters trial.</p> <p>The Championships races also include the British Championships, and this year will be open to international athletes looking for high quality performances and times.</p> <p>A DJ will be on the back straight of the track with speakers facing away from residential area and a 4-piece acoustic band on the home straight of the track.</p> <p>Portable Toilets will be hired for spectator use.</p> <p>The 2022 event will use the same layout as 2019, with temporary structures consisting of three 30m x 9m marquees (two on the track and one on the grass just beyond the Banjo area), finish line gantry and we will once again use the temporary pedestrian bridge.</p> <p>First aid and waste collection arrangements are in place.</p>	Major
Heart walk	22 May 2022	1 day	11:00 – 15:30	Same day arrive 9.30 set up strike finished by 16.30	<p>This is a one-day event with 2x Marquees and signed route for 5k and 10k. Th event is a charity walk in aid of British Heart foundation estimated 1,000 participants.</p>	Medium
Race for Life	18 June 2022	1 day		Set up and Strike will take place on the day of the event.	<p>Charity Fun Run in aid of Cancer Research.</p> <p>Estimated 1,500 participant (1,200 adults, 300 children). The event organiser will provide portable toilets and hand sanitiser stations and will undertake cleaning of the toilets throughout the event. The portable toilets will be removed after the event.</p>	Medium

Young Music Makers Bandstand concert	26 June 2022	1 day	15:00 – 17:00	Set up and Strike on the same day	As part of the Hampstead Heath Bandstand Music programme bands begin on the 18 th of June and finish on the 18 th of August. As part of the programme the young music makers will be providing a two-hour set of new music. Estimated Participants 800.	Medium
Legacy #150 kite flying	26 June 2022	1 day	13:30 – 16:30	Set up and Strike on the same day	In celebration of HH #150 we are partnering with the Heath and Hampstead society to produce the kite flying event on Parliament Hill. Estimated Participants (800 adults, 400 children).	Medium
Legacy #150 Natural aspect Concert	4 September 2022	1 day	13:30 – 17:30	Set up and Strike on the same day	In celebration of HH #150 we are partnering with the Heath and Hampstead society to produce a music concert event on Parliament Hill Bandstand Estimated Participants (800 adults, 200 children)	Medium
The Hampstead Heath Film Festival	5 - 11 September 2022	7 days	Various times from 10:00 – 21:30	4 days set up, starting 4 September	A film festival showing contemporary and Modern classics. Based by the Lido green opposite the Parliament Hill Athletics track. The set up will include specialist catering outlets and Q&A session in partnership with the City. Estimated Participants 8,000 over 7 days.	Major
The 24 TH Duathlon	4 September 2022	1 day	08.00 – 11.00	Set up and Strike on the same day Preregistration at the Information Centre on 3 September	The is a swim run across all our swimming facilities, finishing at the Parliament Hill Track, the event is co-managed by the Hampstead Rugby Club and the Leisure and Events Manager 400 Participants, over 16s only	Medium
THE 19 TH Conker Championships	9 October 2022	1 day	13:00 – 16:00	Set up and Strike on the same day	The Conker Championships are a regular event which we co-host with Heath Hands. The event includes a band and a master of Ceremonies the Conker Meister! Estimated Participants (200 Adults and 600 Children)	Medium

The London Youth Games and the greater London Cross Country Championships	20 November 2022	1 day	06:00 – 16.30	3 days set up creating the course etc strike same day	<p>A London Competition With several age groups including young athletes.</p> <p>Infrastructure includes several Marquees and a VIP caravan serving food and hot drinks. Estimated numbers throughout the day over 2000</p>	Major
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QUEEN'S PARK

Event	Event Date	Event Duration	Event opening hours	Set-up & Strike	Event Details	Event Scale
Book Festival	17-18 September 2022	2 day	12:30 – 19:30	1 set up (16 th) and 1 day strike (18 th)	<p>Ticketed Book festival, comprising of lectures and talks/Q&A sessions.</p> <p>A number of Q&A sessions take place over a weekend, with an audience in attendance, average audience numbers range from 100 – 200 people per event with an average of 24 Q&A sessions taking place over the weekend.</p> <p>Event organisers are responsible for licensing, e.g. Temporary Event Notice.</p> <p>Organiser hires marquees, toilets.</p>	Large
Queen's Park Day	11 September 2022	1 day	12:00 – 17:30	1 day set up and Strike following the event.	<p>Community event organised by the Queen's Park Area Resident's Association (QPARA).</p> <p>The event attracts a large audience throughout the day. Average numbers in attendance = 15,000.</p> <p>Event organiser responsible for appropriate licencing, e.g. Temporary Event Notice</p> <p>Organisers hire toilets for event.</p>	Major

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Date(s): 01/12/2021
Subject: Superintendent's 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?	
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	
Report of: Executive Director, Environment	For Information
Report author: Richard Gentry, Superintendent	

Summary

This report provides Members with an update on matters relating to Hampstead Heath, Highgate Wood & Queen's Park since September 2021.

Recommendation

Members are asked to:

- Note the report.

Main Report

Coronavirus Emergency Response and Issues

1. A number of Covid-19 control measures remain in place across public and staff facilities, in line with published guidance.

Constabulary

2. The Constabulary are working in collaboration with colleagues from Epping Forest as they introduce Fixed Penalty Notices (FPN).
3. The Constabulary are in continual discussion with the Metropolitan Police (MPS). There have been recent incidents of unlicensed music events on the Heath to which constables have responded. These events have been reported to the MPS
4. Constables are investigating a number of recent dog on dog attacks which have occurred on Hampstead Heath.

Management Framework

Divisional Plan

5. The Divisional Plan 2021-24 (appendix 1) sets out the current position in relation to project work being undertaken across the Division.
6. Officers would like to draw Member's attention to the following Divisional Plan projects:
7. Divisional Radio System (HH7) – The Acting Superintendent has made arrangements for existing City Corporation radio equipment, e.g. antennas to be decommissioned and removed from the St Columba Aerial Mast location. The Radio equipment has been re-located to an alternative mast in the Hampstead area.
8. Review the High-Level Asset Management Plan (AMP) 2018 - 2021 (HH12) – A review of the 2018-21 AMP has been undertaken. This has informed the drafting of the 2021-23 AMP, which is attached at appendix 2.

Annual Work Programme (AWP)

9. The Annual Work Programme Projects for 2021-22 are attached at appendix 3. A six-month RAG status has been provided in relation to the progress made towards implementing each project.

Cyclical Works Programme (CWP)

10. Upcoming CWP works include:
 - Parliament Hill Highgate Road Entrance – Installation of rising bollards and removal of existing vehicle barrier.
 - Parliament Hill Paddling Pool – Wall repairs.
 - Hampstead Heath Mixed Bathing Pond – Fencing replacement.
 - Queen's Park Public Toilet – Refurbishment
 - Highgate Wood sports field - Drainage improvement survey

Capital Projects

11. With regard to the Capital Bid Project for the Swimming Safety, Security and Access Improvement. A Project Architect has been appointed and a project timeline is being drafted.
12. The Parliament Hill Athletics Track funding bid was approved by the Resource Allocation Sub-Committee at their meeting on 19 November 2021. The bid will be considered for final funding approval by the Policy and Recourse Committee on 16 December 2021.

Swimming Judicial Review

13. The Judicial Review, which was due to take place on 9-10 November 2021, has been rescheduled to 23-24 February 2022.

Network Rail – Fence Replacement

14. Network Rail are undertaking replacement of the existing 330 metres of metal fencing along the railway embankment between the Gospel Oak entrance to the Lido Facility and the One O'clock Club. The existing 1.2 metre fencing will be removed at ground level and a 1.8-metre-high steel palisade fence painted black will be installed. All trees within the active working area will be fenced off during the dismantling of the old fence and installation of the new palisade fencing.

Appendices

- Appendix 1 – Divisional Plan 2021-24 (October 2021 update)
- Appendix 2 – Draft Asset Management Plan 2021-23
- Appendix 3 – Annual Work Programme Projects (6-month RAG Status update)

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HAMPSTEAD HEATH, HIGHGATE WOOD, KEATS HOUSE AND QUEEN'S PARK DIVISIONAL PLAN 2021-2024

Introduction

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

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 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.
- Open Spaces Business Plan, 2021-22.
- Ten-year Management Plans that set strategic directions for each Charity.
- A three-year Divisional Plan that guides implementation.
- An Annual Works Programme and Project Plans, supported by detailed specifications and guidance.
- Performance Development Approach (PDA), detailing individual's targets to achieve the outcomes and objectives above.

The 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 Divisional Plan has been developed for each Charity.

Criteria for Divisional Plan Projects:

The definition and criteria of projects to be included in the Divisional 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.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
HH1	COVID-19 Impact Recovery Programme Continue to respond to Government Guidance and maintain COVID Secure workplaces and facilities. Implement Annual Work Programme interventions to address impacts on wildlife, erosion, compaction, path maintenance, waymarking and signage improvements. Prioritise enforcement taskings to support the protection of the Heath and to ensure people feel welcome and safe.	On-going project subject to annual review.	Outcome A. Priority 2. Outcome B. Priority 4. Outcome D. Priority 9.	Shape outstanding environments. Contribute to a flourishing Society.	
HH2	Deliver Efficiencies, Savings and Income Generation Projects Implement the approved Budget for 2021/22.	Revised Estimates 1/10/2021. Deliver balanced budget by 31/3/2022.	Outcome D. Priority 10.	Support a thriving economy. Shape outstanding environments.	
HH3	Support Implementation of the Target Operating Model (TOM)	Project Launched 2020/21.	Outcome A, Priority 3.	Contribute to a flourishing Society.	Structure reviews and staff engagement, aligning to the TOM principles are taking place.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	Review operational arrangements to align with the TOM.	Phased Implementation 2021/22.	Outcome D, Priority 10.	Support a thriving economy. Shape outstanding environments.	
HH4 Page 60	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	Launch PDA's 31/3/2021. PDA Mid-Term Review 1/10/2021. PDA Year-End Review 31/3/2022.	Outcome B, Priority 4. Outcome D, Priority 10.	Shape outstanding environments. Contribute to a flourishing Society.	
HH5	Celebrate 150th Anniversary of Hampstead Heath Act Developing outcomes for learning, volunteering and	Agree information panel locations 31/3/2021.	Outcome A, Priority 3 Outcome B, Priority 4.	Contribute to a flourishing Society. Support	The Heath & Hampstead Society have proposed that the biodiversity boards be retained for a further year between April 2022 - March 2023, with updated interpretation to be produced and installed on a quarterly basis. The costs of producing the updated interpretation boards will be met by the Society.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	<p>wider participation and support.</p> <p>Work in Partnership with the Heath & Hampstead Society to design and install a series of information panels.</p>		<p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 7, 8 & 10.</p>	<p>a thriving economy.</p> <p>Shape outstanding environments.</p>	
HH6	<p>Compliance with the ULEZ</p> <p>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.</p>	24/10/2021.	<p>Outcome D, Priority 10.</p>	<p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	Due to supply issues Officers are experiences delays in obtaining compliant vehicles to replace the current fleet.
HH7	<p>Divisional Radio System</p> <p>Procure an alternative Radio system.</p>	31/11/2021.	<p>Outcome A, Priority 3.</p> <p>Outcome D, Priority 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Shape outstanding environments.</p>	City of London radio equipment was removed from the St Columba Aerial Mast in early November and installed at a mast located in Hampstead Village.
HH8	<p>East Heath Car Park</p> <p>Implement the East Heath Car Park resurfacing, drainage and cycle parking improvements.</p>	Work is scheduled to start April 2021.	<p>Outcome A, Priority 2 & 3.</p>	<p>Shape outstanding environments.</p>	
HH9	Playgrounds	PHA	Outcome B,	Contribute to	

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
Page 62	Implement improvements at the Parliament Hill Adventure (PHA), Vale of Health (VOH) & East Heath (Preachers) (EH) Heath Extension (HE) Playgrounds.	June 2021. VOH June 2021. EH June 2021. HE March 2022.	Priority 4. Outcome C, Priority 5.	a flourishing Society.	Works at the EH playground commenced in late October 2021. A donation page for the project has been added to the City of London website in relation to the Heath Extension Playground project: https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/donate-to-hampstead-heath A Project Board meeting is being arranged for November 2021 to discuss the feedback received in regards to the draft concept design.
	Savernake Road Entrance Improvements Implement improvements in partnership with London Borough of Camden and Heath Hands.	Commencing April 2021.	Outcome B, Priority 4. Outcome C, Priority 5 & 6.	Contribute to a flourishing Society. Support a thriving economy. Shape outstanding environments.	
	Cycling Install additional cycle parking at entrances and facilities. Improve cycle	Commencing April 2021.	Outcomes A, Priority 3. Outcomes C,	Contribute to a flourishing Society	

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	signage, waymarking and maps. Where appropriate, work with Partners to implement cycle bursts for children using the Heath to travel to and from school.		Priority 5 & 6. Outcomes D, Priority 8, 9 & 10.	Shape outstanding environments	
HH12	Review the High-Level Asset Management Plan 2018 – 2021 Taking account of the impacts of COVID-19 review and update the Asset Management Plan.	December 2021.	Outcome A, Priority 3. Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D, Priority 8 & 10.	Contribute to a flourishing Society Support a thriving economy Shape outstanding environments	The draft AMP is included within the meeting Agenda pack.
HH13	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.	September 2021 (options appraisal) <i>Spring 2022 (present options to HHCC)</i>	Outcome B, Priority 4. Outcome D, Priority 10.	Contribute to a flourishing Society Support a thriving economy Shape outstanding environments	Members will be consulted on the future options in 2022.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
HH14	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.	Outcome A, Priority 3. Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D, Priority 8 & 10.	Contribute to a flourishing Society. Shape outstanding environments.	A tender process has been undertaken and a Project Architect has been appointed. A draft timeline for works is being prepared.
HH15	Parliament Hill Athletics Track reconstruction To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	01/09/2021.	Outcome B, Priority 4. Outcome C, Priority 5.	Contribute to a flourishing Society. Shape outstanding environments.	The Capital Funding Bid submission has been supported by the Resource Allocation Sub-Committee at their meeting on 19 November 2021. The bid will be considered by the Policy and Resources Committee on 16 December 2021.
HH16	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	June 2022.	Outcome B, Priority 4. Outcome D, Priority 10.	Contribute to a flourishing Society. Support a thriving economy. Shape	Officers have met with colleagues from the City Surveyor's regards commencing a review, however implementation of this project is being impacted by COVID. Timescales subject to review.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	improved sports facilities and improved learning facilities.			outstanding environments.	
HH17	Sports and Wellbeing Forum Review and update the Terms of Reference and scope of the Sports Advisory Forum to include Health & Wellbeing and move the focus of the Forum to a strategic overview to implement the outcomes of the City Corporation's Sports and Physical Activity Strategy.	2021/22.	Outcome B, Priority 4.	Contribute to a flourishing society.	The Forum met again on 12 October 2021. A recording of the meeting is available at: https://youtu.be/lZaxl4sLJtc A further meeting has been scheduled for January 2022.
HH18	Promote Health Connections Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.	2021/22.	Outcome B, Priority 4.	Contribute to a flourishing society.	
HH19	Café Tendering Undertake a tender procurement for the Golders Hill Park Café, Parliament Hill Café, Parliament Hill Fields Lido Café and the Heath Extension Kiosk.	Lease Commence GHP, Heath Extension Kiosk,	Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D,	Contribute to a flourishing society. Support a thriving economy.	The tendering process for the appointment of new Leases across the Hampstead Heath Cafés will be undertaken during 2022.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
		PH & Lido 01/2023.	Priority 7, 8, 9 & 10.		
HH20	Dog walking code of conduct and the Professional Dog Walking Licencing Scheme Implement a licencing scheme from April 2021.	Licence Scheme to commence October 2021.	Outcome A, Priority 3. Outcome B, Priority 4 Outcome C, Priority 5 & 6. Outcome D, Priority 7, 8, 9 & 10.	Contribute to a flourishing Society. Support a thriving economy. Shape outstanding environments.	Advertisement of the Licencing Scheme is yet to commence, however notice will be given to ensure Professional Dog Walkers wishing to make a licence application are aware of the application timescales.
HH21	Fitness training code of conduct and licencing scheme Undertake a consultation and engagement to inform the develop a licencing scheme for Fitness training.	Licence Scheme to commence 2022.	Outcome A, Priority 3. Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D, Priority 7, 8, 9 & 10.	Contribute to a flourishing Society. Support a thriving economy. Shape outstanding environments.	

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
HH22	Forest School Licencing Scheme Develop a long-term licencing scheme for Forest Schools.	Licence Scheme to commence September 2022.	Outcome A, Priority 3. Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D, Priority 8 & 9.	Contribute to a flourishing Society. Support a thriving economy. Shape outstanding environments.	
HH23	Golders Hill Park Accessible Car Park Undertake a tendering process to appoint a Consultant to develop options which facilitate safe weekend and Bank Holiday opening of the Car Park.	January 2022.	Outcomes B, Priority 4. Outcome C, Priority 5 & 6.	Contribute to a flourishing Society.	A second tendering process has been undertaken and a Consultant has been identified. Draft options will be presented for Members consideration and feedback during early 2022.
HH24	Develop Heritage Outcomes Engage with Historic England and local historians to: Develop a Heritage Conservation Management Plan for the Heath.	2023/24.	Outcome A, Priority 2.	Shape outstanding environments.	

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.				
HH25	Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	2021/22.	Outcome A, Priority 1. Outcome D, Priority 10.	Support a thriving economy. Shape outstanding environments.	
HH26	Planning Regular monitoring of development and planning applications to ensure that the Heath is protected.	2021/22.	Outcome D, Priority 10.	Support a thriving economy. Shape outstanding environments.	
HH27	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	2027 Net 0 scope 1 & 2 2040 Net 0 Scope 1, 2 and 3.	Outcome A, Priority 1. Outcome B, Priority 4. Outcome D, Priority 10.	Contribute to a flourishing Society. Shape outstanding environments.	

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	by 2027 in scope 1 & 2 emissions				
HH28	Contactless Payment for access to Toilets Undertake a Feasibility Study to inform the possible introduction of a charge at some toilet facilities to pay towards cleaning and maintenance.	2022/23.	Outcome D, Priority 10.	Shape outstanding environments.	This project is not being prioritised.

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
HW1	COVID-19 Impact Recovery Programme Continue to respond to Government Guidance and maintain COVID secure workplaces and facilities. Implement Annual Work Programme interventions to address erosion, compaction, path maintenance, waymarking and signage improvements.	On-going project subject to annual review.	Shape outstanding environments. Contribute to a flourishing society.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
	Prioritise enforcement taskings to support the protection of the Wood and to ensure people feel welcome and safe.			
HW2	Deliver Efficiencies, Savings and Income Generation Projects Implement the approved budget for 2021/22.	Revised Estimates 1/10/2021. Deliver balanced budget by 31/3/2022.	Support a thriving economy. Shape outstanding environments.	
HW3	Support Implementation of the Target Operating Model Review operational arrangements to align with the Target Operating Model.	Project Launched 2020/21. Phased Implementation 2021/22.	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	<i>Structure reviews and staff engagement, aligning to the TOM principles are taking place.</i>
HW4	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	Launch PDA's 31/3/2021.	Shape outstanding environments. Contribute to a	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
		PDA Mid-Term Review 1/10/2021. PDA Year-End Review 31/3/2022.	flourishing society.	
HW5 Page 71	Divisional Radio System Procure an alternative Radio System.	31/11/2021.	Contribute to a flourishing society. Shape outstanding environments.	<i>City of London radio equipment was removed from the St Columba Aerial Mast in early November and installed at a mast located in Hampstead Village.</i>
HW6	Roman Kiln Working with the Friends of Highgate Wood Roman Kiln (FOHRK), return the Roman Kiln artefact to Highgate Wood and rehouse in the repurposed Highgate Wood Office/visitor centre.	On-going project.	Shape outstanding environments. Contribute to a flourishing society.	<i>FOHRK are continuing to fundraise and seek external funding opportunities.</i>
HW7	Monitoring Visitor Impact To monitor and assess the Visitor impact on the woodland and consider steps to mitigate the negative impacts.	On-going project.	Shape outstanding environments.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
			Contribute to a flourishing society.	
HW8	Volunteering Opportunities Increase volunteering activities in Highgate Wood to support Highgate Wood's key objectives.	On-going project.	Shape outstanding environments. Contribute to a flourishing society.	
HW9	Signage & Interpretation Complete the noticeboard replacement programme.	31/3/2022.	Shape outstanding environments. Contribute to a flourishing society.	
HW10	Café Tendering Undertake a tender procurement for the Pavilion Café.	Implement Licence 2023.	Contribute to a flourishing society. Support a thriving economy.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
HW11	Dog walking code of conduct and the Professional Dog Walking Licencing Scheme Implement a licencing scheme for Professional Dog Walkers using the Wood.	Undertaken engagement & consultation 31/3/2022.	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	
HW12	Fitness training code of conduct and licencing scheme Undertake a consultation and engagement to inform the develop a licencing scheme for Fitness trainers.	Undertaken engagement & consultation 31/3/2023.	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
HW13	Forest School Licencing Scheme Develop a long-term licencing scheme for Forest Schools.	Licence Scheme to commence September 2022.	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	
HW14	Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	2021/22.	Support a thriving economy. Shape outstanding environments.	
HW15	Planning Regular monitoring of development and planning applications which are in the environs of the Wood to ensure that the Wood is protected.	2021/22.	Support a thriving economy.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
			Shape outstanding environments.	
HW16	Climate Action Strategy Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards CoLC's achieving Net 0 by 2027 in scope 1 & 2 emissions.	2027 Net 0 scope 1 & 2 2040 Net 0 Scope 1, 2 and 3.	Support a thriving economy. Shape outstanding environments.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
QP1	COVID-19 Impact Recovery Programme Continue to respond to Government Guidance and maintain COVID secure workplaces and facilities. Implement Annual Work Programme interventions to address erosion, compaction, path maintenance and signage improvements.	On-going project subject to annual review. Works to be carried out Spring and Autumn 2021 and subject to annual review.	Shape outstanding environments. Contribute to a flourishing society.	The woodland walk has been closed (since March 2021) to aid ground recovery. Works will be undertaken during autumn/winter 2021- spring 2022 to repair ground compaction and erosion.

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
	Prioritise enforcement taskings to support the protection of the Park and to ensure people feel welcome and safe.			
QP2	Deliver Efficiencies, Savings and Income Generation Projects Implement the approved budget for 2021/22.	Revised Estimates 1/10/2021. Deliver balanced budget by 31/3/2022.	Support a thriving economy. Shape outstanding environments.	
QP3	Support Implementation of the Target Operating Model Review operational arrangements to align with the Target Operating Model.	Project Launched 2020/21. Phased Implementation 2021/22.	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	<i>Structure reviews and staff engagement, aligning to the TOM principles are taking place.</i>
QP4	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	Launch PDA's 01/04/2021.	Shape outstanding environments. Contribute to a	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
		PDA Mid-Term Review 1/10/2021. PDA Year-End Review 31/3/2022.	flourishing society.	
QP5	Divisional Radio System Procure an alternative Radio System.	31/11/2021.	Contribute to a flourishing society. Shape outstanding environments.	<i>City of London radio equipment was removed from the St Columba Aerial Mast in early November and installed at a mast located in Hampstead Village.</i>
QP6	Sandpit Refurbishment of the Sandpit and improve provision of equipment in the Children's Play Area.	Project Gateway 1 / 2 to be submitted spring/summer 2021.	Shape outstanding environments.	
QP7	Toilets Consultation on the Cyclical Works Programme.	Review CWP in April 2021. CWP works completed by March 2022.	Shape outstanding environments.	
QP8	Woodland Walk Consult on, finalise and implement the Queen's Park Woodland Walk Management Plan.	2022.	Contribute to a flourishing society.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
QP9	Conservation Management Plan Review of the Queen's Park Conservation Management Plan.	<i>Review to be completed 2022.</i>	Shape outstanding environments.	
QP10	Park Activity Plan Develop a Park Activity Plan.	Complete 31/3/2022.	Contribute to a flourishing society.	
QP11	Café Tendering Undertake a tender procurement for the Queen's Park Café.	<i>New lease arrangements agreed by January 2023.</i>	Contribute to a flourishing society. Support a thriving economy.	
QP12	Dog walking code of conduct and the Professional Dog Walking Licencing Scheme Undertake a consultation and engagement to inform the develop a licencing scheme for Professional Dog Walking.	<i>Undertaken engagement & consultation 31/3/2022.</i>	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	
QP13	Fitness training code of conduct and licencing scheme	Undertaken engagement & consultation 31/3/2023.	Contribute to a flourishing society.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
	Undertake a consultation and engagement to inform the develop a licencing scheme for Fitness training.		Support a thriving economy. Shape outstanding environments.	
QP14 Page 79	Forest School Licencing Scheme Develop a long-term licencing scheme for Forest Schools.	Licence Scheme to commence September 2022.	Contribute to a flourishing society. Support a thriving economy. Shape outstanding environments.	
QP15	Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	2021/22.	Support a thriving economy. Shape outstanding environments.	
QP16	Planning Regular monitoring of development and planning applications which are in the	2021/22.	Support a thriving economy.	

Ref	Project Details	Key Dates	Corporate Plan Aims	Notes on progress - November 2021
	environs of the Park to ensure that the Park is protected.		Shape outstanding environments.	
QP17	Climate Action Strategy Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards CoLC's achieving Net 0 by 2027 in scope 1 & 2 emissions.	2027 Net 0 scope 1 & 2 2040 Net 0 Scope 1, 2 and 3.	Support a thriving economy. Shape outstanding environments.	

High Level Asset Management Plan – Hampstead Heath 2021-2023

Asset Assessment – RETAIN

Ambition

Effective management of the built assets forming part of Hampstead Heath is integral to achieving the following: -

- Our vision of a vibrant and thriving City, supporting a diverse and sustainable London within a globally successful UK.
- Meeting statutory obligations and charitable objectives to preserve our Open Spaces and to provide for the recreation and enjoyment of the public.
- Assets that are high quality and support the Vision for Hampstead Heath to be an inclusive and welcoming Open Space that enhances visitors' quality of life.
- Buildings and facilities that are fit for purpose, energy efficient, support effective delivery of services and optimise efficiencies and value for money.

Finance

City Cash

Purpose - to ensure that asset management of buildings at Hampstead Heath is joined up and inclusive, bringing together the strategic vision of the City Corporation, as outlined in the Corporate Plan 2018-2023.

Alignment - with Departmental objectives as set out in the Open Spaces Business Plan 2021/22 and the Hampstead Heath

Key Priorities for Hampstead Heath Asset Management

The Hampstead Heath 2019-2021 Asset Management Plan (AMP) has been reviewed to inform the key priorities for the 2021-2023 AMP. These key priority work streams meet the Division's strategic priorities as set out in the Divisional Plan 2021-2024. This is a working document and will be updated to reflect the actions emerging from Officers quarterly review meetings.

The High-Level AMP will seek opportunities in relation to the City of London Corporation Climate Action Strategy 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.

Governance is provided by the Hampstead Heath Senior Management Team which is chaired by the Superintendent of Hampstead Heath.

1. Review Staff office and welfare accommodation (HH16)

Undertake a strategic review of the built assets across the Parliament Hill Fields area of the Heath including the Lido, Hive, Peggy Jay Centre and Adventure Clubhouse, Athletics Track, Bowls and Croquet green, Tennis Courts,

High Level Asset Management Plan – Hampstead Heath 2021-2023

Divisional Plan
(reviewed annually).

Strategy – incorporates the adopted Corporate Property Asset Management Strategy 2020/25 and the Hampstead Heath Management Strategy 2018-2028.

Performance – Measures to be developed in collaboration with stakeholders over the life of the plan.

Review – progress be reviewed by between Business Plan Stakeholders, Asset Managers and Property Facilities Managers at quarterly meetings.

Governance - The Superintendent of Hampstead Heath is responsible for oversight of this Plan and for

Cafés and Toilet Facilities, Offices and associated buildings at the Parliament Hill Staff Yard. The review will consider the most appropriate use of the existing facilities to achieve the following objectives:

- Relocation of Heathfield House office accommodation to achieve the objectives of the City of London Corporation Operational Property Review. This also provides the opportunity to recognise the new and successful ways of working which have emerged over the course of the pandemic. We will be incorporating these into our return to the workplace and to support our new Target Operating Model to ensure we make use of the opportunities provided by a new, more flexible, working style.
- To ensure both staff and volunteer office and welfare facilities are integrated and fit for purpose.
- To provide a visitor engagement hub offering information, Heath related retail, which is accessible and welcoming in order to engage proactively and encourage foster collective care for the Heath.
- Provide fit for purpose learning facilities to enable the Open Spaces Department Learning Team to consolidate the learning provision.
- Provide accessible and fit for purpose leisure and sports facilities to encourage participation in both formal and informal recreation to promote wellbeing, healthy and active lifestyles.
- Ensure all built assets are fully utilised and where possible generate funding to support the Hampstead Heath Charity.
- To provide electric vehicle charging network to support compliance with ULEZ (HH6).

2. Delivery of Swimming Capital Project (HH14) - safety, accessibility and security works across the Bathing Ponds and Parliament Hill Fields Lido

- Gateway 2 approved (May 2021) and Gateway 3 to be progressed through the Swimming Project Board.

3. Develop a Capital bid for the Athletics Track (HH15) - to reconstruct the track surface and associated infrastructure to achieve TrackMark accreditation

- Set up a Project Board with the City Surveyors.
- Update Gateway 1 to inform Capital Bid in August 2021.
- Seek external funding to support Capital Bid.

4. Conserve and maintain Heritage assets (to undertake repairs and restoration of the Pergola).

- City Surveyor to complete Gateway 1 to inform Capital Bid in August 2021.

High Level Asset Management Plan – Hampstead Heath 2021-2023

seeking the approval of the Hampstead Heath, Highgate Wood and Queen's Park Committee, following consultation with the Hampstead Heath Consultative Committee. Performance against objectives reported into Corporate Asset Sub Committee annually by the City Surveyor's Department.

Contacts

Superintendent - Bob Wainock, Ext 3322.
Corporate Asset Manager - Warren Back, Ext 3457.
Property Facilities Manager - Liam Boyle, Ext 3107

- Seek external funding to support Capital Bid.

5. Golders Hill Park – Zoo & Butterfly House (HH13)

- Prepare project brief and tender documents for an Options Appraisal.
- Commission an options appraisal to inform discussions with HHCC and HHMC regarding the long term-term sustainability of the Zoo and Butterfly House.

6. Cafés (HH19)

- Retender with 10-year leases to seek additional investment.
- Tender the Heath Extension Kiosk.
- Develop proposals for additional fixed and mobile catering.

7. Ensure the Heath is sustainable, inclusive and welcoming to a diverse range of visitors.

- Develop Annual Work Programme Projects to enhance carbon capture while enhancing biodiversity and resilience. These actions are critical to contribute towards the City Corporations achieving Net 0 by 2027 in scope 1& 2 emissions (HH27).
- Savernake Bridge (HH10) & Nassington Road - Heath gateway access and landscape improvements, in association with Heath Hands and the London Borough of Camden.
- Cycle parking (HH11) - Install additional cycle parking at entrances and facilities.
- Accessible Car Park at Golders Hill Park (HH23) - Undertake a tendering process to appoint a Consultant to develop options which facilitate safe weekend and Bank Holiday opening of the Car Park.
- Accessible walking routes & shared route pathways to be prioritised within the CWP.
- Playgrounds (HH9) - Implement improvements in line with the Play Principles to improve accessibility and provide natural play.

Cyclical Works Programme – facilities maintenance.

- The Cyclical Works Programme for Hampstead Heath for 2021/22 is concentrated on Health & Safety works at the Swimming facilities. 2022/23 CWP is being scoped and bid lid is being finalised.

High Level Asset Management Plan – Hampstead Heath 2021-2023

- CWP funding has moved to a 1-year programme. Further priority for paths and drainage works required. Due to CWP programme changes, greater emphasis will be placed on Capital Project funding.

Business Plan Links

City Surveyor's Business Plan 2020-2025 Strategic Property Asset Management – A strategy for Hampstead Heath that aligns Corporate and Business Planning to fully optimise its operational use.

- Property Management – Ensuring buildings and facilities that are fit for purpose, energy efficient, meeting service needs and delivering value for money.
- Income Generation – Seek to generate relevant and appropriate opportunities for income generation through events and third-party leasing opportunities.

Open Spaces Department Business Plan 2021/22

Top level objectives:

- 1 Open spaces and historic sites are thriving and accessible.
- 2 Open spaces enrich people's lives.
- 3 Business practices are responsible and sustainable.

Hampstead Heath Management Strategy 2018-2028

Outcomes summary:

- The Heath is maintained as a flourishing green space and historic landscape by balancing visitor activities and conservation of the natural, built and heritage values.
- Improved quality of life for Heath users, facilitated by improved physical health and improved mental health and well-being.
- Improved social inclusion through provision of spaces, facilities and activities that are accessible to more diverse users.
- Responsible management is achieved through a culture of shared custodianship and collaboration.

Our overriding Corporate Strategy is to manage the City's operational assets effectively, efficiently and sustainably to deliver strategic priorities and service needs.

COMMUNICATIONS - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
COM-PR1	Communication Plan	Lead on development of Communication Plans for key projects including 150th Anniversary of the 1871 Act (HH5), Professional Dog Walkers Licencing Scheme, playground improvements (HH9), resurfacing of East Heath car park (HH8)	2021	Comms Officer	Outcomes B, C & D	
COM-PR2	Management Strategy	Draft an Annual Update which charts the progress of the 2018 - 2028 Management Strategy for Hampstead Heath.	2021	Comms Officer	Outcomes A, B, C & D	
COM-PR3	Web updates	Review and ensure content of City Corporation website is correct and up-to-date	Ongoing	Comms Officer	Outcomes B, C & D	
COM-PR4	Waste and recycling improvement project	Create communications campaign to support the improvements made to waste and recycling on Hampstead Heath.	2021	Comms Officer	Outcomes B, C & D	
COM-PR5	Signage	Replacement of the Heath's main signs (and maps). Work in partnership with the H&HS on new biodiversity interpretation boards linked to the 150th Anniversary of the Heath Act (HH5).	Ongoing	Comms Officer	Outcomes B, C & D	
COM-PR6	Swimming Project	Continue to provide communications support related to the Swimming Review and administer the swimming season tickets (HH13)	2021	Comms Officer	Outcomes B, C & D	
COM-PR7	Cycling signage	Update cycling signage and leaflets to facilitate compliance with Heath bylaws and promote responsible cycling. (HH11)	2021	Comms Officer	Outcomes B, C & D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

CONSERVATION & ECOLOGY - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
CE-PR 1	Hampstead Heath	Assessment of and reinstatement works related to additional ground damage adjacent to main pathways on Highgate and Hampstead chains and the wider Heath caused by increased use/visitor numbers during the Covid pandemic. Areas to be prioritised according to location, level of damage and risk to public.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B	
CE-PR 2	Hampstead Heath	Reinstatement works to Covid related ground damage to dams, spillways and ponds margins. Areas to be prioritised according to location, level of damage and risk to public.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B	
CE-PR 3	Hampstead Heath	Tree planting on Parliament Hill Broad Walk to contribute to the City of London's Climate Action Strategy.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B	
CE-PR 4	Hampstead Heath	Pedestrian and cycle working group: Programme of shared use paths improvements/refurbishment to be rolled out 2021, following recommendation in LUCs 2018 Condition survey.	2021/22	Conservation Supervisor, Trees & Conservation Manager	Outcomes A & B	
CE-PR 5	Hampstead Heath	Undertake phased implementation of the recommendations within the Ponds and Wetlands Plan.	2019/22	Ecology Team, Trees & Conservation Manager, City Surveyors	Outcomes A & B	
CE-PR 6	Hampstead Heath	Post Card Project: Volunteer assisted project with Ecologist creating data base of interactive old and new postcard views for Hampstead Heath.	2019/22	Ecology Team, Trees & Conservation Manager	Outcomes D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

HEATH CONSTABULARY - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
HHC-PR 1	Hampstead Heath	Undertake a feasibility study to inform the introduction of Vehicle on-board cameras.	Apr-21	Sgts	Outcomes B, C & D	
HHC-PR 2	Hampstead Heath	Develop an Enforcement Policy following the introduction of the City of London (Open Spaces) Act 2018. Develop procedures to implement Fixed Penalty Notices for the enforcement of Byelaws.	September 2021 to April 22	Sgts	Outcomes B, C & D	
HHC-PR 3	Hampstead Heath	Review radio communications across the Division, investigate options for upgrading the current system to reflect advancement in technology with expected capital costs.	April 2021 to October 2021	Sgts	Outcomes A, B, C & D	
HHC-PR 4	Hampstead Heath	Scope the introduction of a remote reporting module / tablet which will allow Constabulary Officers to record incidents and occurrences whilst away from a fixed office.	April 2021 to December 2021	Sgts	Outcomes B, C & D	
HHC-PR 5	Hampstead Heath	Review of partnership working with outside partner agencies to work towards more formalised information sharing and partnership working.	April 2021 to December 2021	Sgts	Outcomes B, C & D	
HHC-PR 6	Hampstead Heath	Develop a Constabulary engagement programme with schools, community groups and stakeholders, promoting the positive role of the Constabulary in the local community.	April 2021 to December 2021	Sgts	Outcomes B, C & D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

GOLDERS HILL PARK - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
GHP-PR1	COVID-19 Impact Recovery Programme	Undertake a programme of grassland restoration works, focused on the following primary areas: Children's play area; Golders Hill Park girl statue lawn; the cafe lawn; path edges; sports areas.	Spring 2021 and again in Autumn 2021	Site Supervisor	Outcomes A, B & D	
GHP-PR2	Waste & Recycling	Installation of timber bin enclosures. Glass recycling bin locations to be piloted. Review the green waste recycling arrangements.	Spring/ Summer 2021	Site Supervisor	Outcomes A, B & D	
GHP-PR3	Marginal Planting at the Water Garden, Swan Pond and Lilly Pond	Undertake aquatic planting scheme to increase bio-diversity.	Spring 2021 or Autumn 2021 TBC	Site Supervisor	Outcomes A & B	
GHP-PR4	Accessible Car Park	Re-tender to seek design options to facilitate safe access arrangements for weekend and bank holiday opening of the Accessible Car Park, during park opening hours.	Spring/ Summer 2021	Park Manager	Outcomes A, C & D	
GHP-PR5	GH / H Ext / Pergola - Memorial Benches	Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life. Liaise with Support Services for contacting of sponsors.	March to November 2021	Site Supervisor	Outcomes B, C & D	
GHP-PR6	Hill Garden Pergola	Plan and implement new planting plan for identified areas (section from bottom of stairs to the Bothy and phase three of Winter Boarder) within the Hill Garden.	March to November 2021	Site Supervisor	Outcomes A & B	
GHP-PR7	GHP - Pinetum	Continue with third phase planting plan for Pinetum.	Throughout the Year	Site Supervisor	Outcomes A & B	
GHP-PR8	Stumpery	Continuation of phase three of the Stumpery, subject to securing additional stumps.	Spring 2021 and Autumn 2021	Site Supervisor	Outcomes A & B	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

PARLIAMENT HILL - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
PHF-PR 1	COVID-19 Impact Recovery Programme	Undertake a programme of grassland restoration works in high impact areas.	Spring 2021	Site Supervisor	Outcomes A, B & D	
PHF-PR 2	Nassington Road, Savernake Road Bridge & Hive	Complete the landscape improvement works as agreed by Committee to this important gateway onto Hampstead Heath.	Winter 2021 to Spring 2022	Site Supervisor	Outcome A, C & D	
PHF-PR 3	PHF - Adventure Playground	Assist in landscaping aspect of development project for Adventure Playground. Undertake planting of trees, shrubs and vegetation in line with landscape plan.	Winter 2021- Spring 2022	Site Supervisor, Education Supervisor	Outcome A, B, C & D	
PHF-PR 4	Memorial Benches	Implement target of 15 renewals to address benches reaching end of life. Tag and monitor 15 further bench sites for renewal in 2021-2022.	Throughout the year	Site Supervisor	Outcomes B, C & D	
PHF-PR 5	Cycling	Repair cycle parking area at the Lido through levelling and installing grass reinforcement panels.	Spring 2021	Site Supervisor	Outcome A	
PHF-PR 6	PH Athletics Track	Prepare and submit the Capital Project to reconstruct the Parliament Hill Athletics Track.	Autumn 2021	Operational Services Manager	Outcome B, C & D	
PHF-PR 7	Trackmark Accreditation	Realignment of floodlights to give an even distribution of light on track and infield.	Spring 2021	Site Supervisor	Outcome D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

HEATH RANGER TEAM - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
HHR-PR 1	COVID-19 Impact Recovery Programme	Undertake a programme of grassland restoration works with focus on high impact areas.	Spring - Summer 2021	Site Supervisor	Outcomes A, B & D	
HHR-PR 2	East Heath Car Park	Assist City Surveyors Department with the management and control of contractors to implement drainage and car park surface works to agreed design. Attend contract meetings and manage stakeholder communications.	Spring - early summer 2021	Site Supervisor	Outcome B, C & D	
HHR-PR 3	East Heath play Area	Implement and oversee agreed design for improvement of existing equipment and introduction of natural play.	Spring-Autumn 2021	Site Supervisor	Outcome B & C	
HHR-PR 4	Vale of Health Play Area	Implement and oversee agreed design for improvement of existing equipment and introduction of natural play.	Spring-Autumn 2021	Site Supervisor	Outcomes B & C	
HHR-PR5	Heath Extension Play Area	Undertake landscaping works to support re-design of the Play Area, following agreement of a new design in consultation with stakeholders, and funding being identified.	Autumn 2021	Site Supervisor	Outcomes B & C	
HHR-PR6	Cycling	Sandy Heath Patrols, install cycle parking East Heath Car Park, install children's scooter parking racks at the playgrounds, install and maintain way markers for the shared use paths across the Heath.	Throughout the Year	Site Supervisor	Outcomes A, B & C	
HHR-PR7	Memorial Bench Project	Liaise with Support Services to implement bench sponsorship policy to include renewals, waiting list provision, repairs and maintenance.	Throughout the Year	Site Supervisor	Outcomes B, C & D	
HHR-PR8	Forest Schools	Monitoring Forest School activity across Hampstead Heath.	Throughout the Year	Site Supervisor	Outcomes B & C	
HHR-PR9	Waste and Recycling	Review the provision of dog waste bins on West Heath.	Throughout the Year	Site Supervisor	Outcomes B, C & D	
HHR-PR10	All excavation works	Any extensive excavation work, archaeological monitoring and advice sought prior to breaking ground.	Throughout the Year	Site Supervisor	Outcome A & D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

SWIMMING - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
SW-PR 1	Bathing Ponds and Lido	Progress the Bathing Ponds and Lido Capital Project to improve Safety, Access and Security through the Corporate Capital Project Gateway process. Progress the Project to RIBA Stage 2 (Concept and Options) and City of London Corporation Gateway 3/4.	Phased project from 2021	Swimming Facilities Supervisor / Leisure & Events Manager / Superintendent	Outcomes A, B, C & D	
SW-PR 2	Lido Security Lighting	Install external security lighting at the rear of the Lido.	Mar-22	Constabulary & Queens Park Manager / Swimming facilities Supervisor / Leisure & Events Manager / City Surveyors	Outcomes C	
SW-PR 3	Lido and Paddling Pool maintenance	Undertake maintenance and repair of the Parliament Hill Paddling Pools.	Ongoing 2021	Swimming Facilities Supervisor / City Surveyors	Outcomes B & D	
SW-PR 4	Health Connections	Map facilities and opportunities that are available to establish a framework to support the healthy growth of our communities and particularly different groups who experience more exclusion or disadvantage than others.	Ongoing 2021	Leisure & Events Manager / Superintendent	Outcomes A, B, C & D	
SW-PR5	User Surveys	Undertake regular user surveys.	Ongoing 2021	Communications Officer	Outcomes D	
SW-PR6	Annual Report	Prepare the Swimming Annual Review Report 2021-22.	Mar-22	Communications Officer	Outcomes D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

TREE TEAM - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to 2018 Mgmt. Strategy	RAG Status (Oct 2021)
TT-PR 1	Veteran Tree Management	To promote and develop the continuing management of the Veteran and Ancient trees on Hampstead Heath, Highgate Wood and Queen's Park. Re survey of veteran trees across Hampstead Heath is 90% completed with 625 trees registered. Next priority is to draft Management Plan. Continue work to priorities works to stabilise and conserve veteran trees according to condition. Continue to develop Tree Team's specialism in veteran tree management and conservation. Also carry out a programme of veteran tree protection using timber fencing and carry out soil compaction testing and soil testing as a response to increasing visitor pressures heightened by Covid.	Year round	Tree Management Officer & Trees and Conservation Manager	Outcome A	
TT-PR 2	Views and Vistas	Identify views to retain and those to be abandoned. Ref HH Management Strategy: Outcome A, Priority 2, Commitment 7. Currently working with Heath and Hampstead Society on prioritising the 16 identified view sites and have agreed that a significant number of these are no longer recoverable. Embarking on a UCL MSc project in January where views will be a study topic.	Year round	Tree Management Officer & Trees and Conservation Manager	Outcome A	
TT-PR 3	OPM IPM	Pilot project in HH Bird Sanctuary to identify presence of OPM Parasitoid, Carcelia iliaca. Major success with this collaborative project with H&HS and Heath Hands with 500+ flies emerging from 3 test cages left in HH Bird Sanctuary. Plan is to expand the area of further captive breeding sites and try and measure level of parasitism in each nest.	April to June	Tree Management Officer & Trees and Conservation Manager	Outcome A & D	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

HIGHGATE WOOD - PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	RAG Status (Oct 2021)
HW-PR1	COVID-19 Impact Recovery Programme	Undertake a programme of grassland restoration works, focused on the sports field. Fencing off high impact COVID related desire lines throughout the woodland and adjacent to existing paths.	Spring 2021 and Autumn 2021	Site Supervisor	
HW-PR2	Monitoring Visitor Impact	Review existing survey data to assess the impact of the additional COVID visitor numbers on the woodland environment and wildlife.	2021/22	Site Manager / Site Supervisor	
HW-PR3	Conservation Area	Creation of a new Conservation Area to allow woodland natural recovery and wildlife refuge following ground damage due to increased visitor numbers linked to COVID-19. Review the Conservation Area rotation policy as set out in the Woodland Management Plan 2018-2028.	2021/22	Site Manager / Site Supervisor	
HW-PR4	Promoting Volunteer Opportunities	Working in partnership with Heath Hands developed the opportunities if volunteering in Highgate Wood through habitat management and wildlife monitoring.	2021/22	Site Manager	
HW-PR5	Entrances	Replace 2 entrance notice boards.	2018-2022	Site Supervisor	
HW-PR6	Roman Kiln	HLF Bid for Roman Kiln installation at the Highgate Wood Office (subject to fundraising by FOHRK).	2021/22	Site Manager	

GREEN: Task is complete / AMBER: Task in Progress / RED: Task has not yet started

QUEEN'S PARK – PROJECTS

Ref	Location	Details of Proposed Work: April 2021 - March 2022	Timing of work	Who is Responsible	Link to Queen's Park CMP	RAG Status (Oct 2021)
QP - PR1	COVID-19 Impact Recovery Programme	Undertake a programme of grassland restoration works, focused on the following amenity and fine turfed areas, sports and recreation, the Woodland Walk, the Children's play area and path edges.	Spring 21 and Autumn 21	Team Leaders	Divisional QP1	
QP - PR2	Sandpit Area	Sandpit Area Refurbishment. Gateway 1/2 sign off through City Corporation Project Gateway approval process. Continue with local funding for Project.	May 21 to March 22	Park Manager	Divisional QP6	
QP - PR3	Park	Review Waste Management Procedures including a trial of PEL Solar Bin.	May 21 to October 21	Divisional Waste Team	CMP 3e	
QP - PR4	Playground	Installation of play equipment in Children's Playground, this project is linked to Project 2	Mar-22	City Surveyor's Dept.	CMP 3c	
QP - PR5	Woodland Walk	Woodland Walk Management Plan, Consultation and engagement with local community. (final approval and integration into the AWP).	Oct-21	Park Manager	Divisional QP8	
QP - PR6	Park	Develop an Activity Plan as per the Action Plan. CMP 5a	April 21 - March 22	Park Manager	Divisional QP10	
QP - PR7	Bandstand	Marketing and promotion of Weddings and Civil Ceremonies on the Park Bandstand. Use social media, Website and local.	April 21- September 21	Team Leader	CWP 5c, 5 f	
QP - PR8	Children's Farm	Complete minor works in the Children's Farm. Include the introduction of planters / allotment into the Children's Farm.	April 21- March 22	Team Leader/ Zoo Team Leader	CMP 3c	
QP - PR9	Park	Develop Historical Walk to be led by staff, virtually or on paper.	April 21- March 22	Team Leader	CMP 2a	
QP - PR10	Park	Develop tree Identification Walk to be led by staff, virtually or on paper.	April 21- March 22	Team Leader	CMP 5c	
QP - PR11	Park	Develop Friends of Group.	April 21- March 23	Team Leader	CMP 4n	

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Agenda Item 9

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Committees: Corporate Projects Board Hampstead Heath, Highgate Wood and Queen's Park Committee Projects Sub Committee	Dates: 03 November 2021 01 December 2021 15 December 2021
Subject: Redevelopment of Hampstead Heath Adventure Playground Unique Project Identifier: PV Project ID: 11822	Gateway 6: Outcome Report Light
Report of: Executive Director of Environment	For Decision
Report Author: Declan Gallagher	

Summary

1. Status update	Project Description: To deliver improved play opportunities on Hampstead Heath. The redeveloped play area aligns with the Open Spaces Play Principles and maximises the opportunity for users to connect to Hampstead Heath through emphasising natural play and exploration. RAG Status: Red – Project has been completed over time and over budget Risk Status: Low – Project completed Costed Risk Provision Utilised: N/A Final Outturn Cost: £ 110,486.22
2. Next steps and requested decisions	Requested Decisions: Members are asked: <ol style="list-style-type: none"> 1. To note the contents of this report 2. To note the lessons learnt 3. To authorise closure of this project
3. Key conclusions	The project achieved all the original SMART Objectives, Success Criteria and Key Benefits as outlined in Gateway 1/2. However, there was a time delay in delivering the project partly

	<p>due to the COVID pandemic, but mainly due to several obstacles / barriers that had to be overcome:</p> <ul style="list-style-type: none"> • The project was put on hold as part of the Corporate Fundamental Review. • The Departmental and Divisional Business Managers highlighted the project was being funded from monies which had been capitalised from the Hampstead Heath Local Risk Budget and the project was able to progress. • The preferred original appointed contractor (Lockwood Landscapes) at Gateway 5 went out of business - City Procurement negotiated with the second contractor (Gerald Davies Ltd), and it was negotiated and agreed they would be awarded the works project contract. • Due to the change in appointment of a new contractor budget and passage of time price of the works had increased from its original 2017 submission - this process was managed through "A Change Control Notice". <p>The learning from this project has been captured and will assist with the project management of two London Borough of Camden (Community Infrastructure Levy funded) and (one Community funded playground in Hampstead Heath in 2021 and 2022.</p>
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Main Report

Design & Delivery Review

4. Design into delivery	The design of the Adventure Playground has met all the specification requirements as outlined in Gateway 5.
5. Options appraisal	There was one minor amendment to the original design (the recommendations of BSEN1177 have been updated) resulting in the installation of impact absorbing surface (1.5 m width) around the trampoline and this change was met from contract contingency monies).
6. Procurement route	An open tender procurement exercise was managed the City Procurement Team.
7. Skills base	An external Principal Designer was commissioned to complete the detailed design and manage the contractor on site to fruition of the project. The Hampstead Heath Operations Team and Open Spaces Learning and Play Teams assisted with community and key stakeholder engagement. For the Open Spaces Teams, this was a steep learning curve in Project Management and the Teams are grateful for the support they have received from colleagues from the various departments within the City of London Corporation.

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8. Stakeholders	The Hampstead Heath, Highgate Wood and Queen's Park Committees and Projects Sub Committee approved the design. Play facility users were consulted and contributed to the final detailed design. The detailed design was also endorsed with a few minor amendments by the Hampstead Heath Consultative Committee who also visited the site during and post construction. All key stakeholders were satisfied with the outcome of the project.
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Variation Review

9. Assessment of project against key milestones	As outlined in Section 3 of this report, there has been a delay of twelve months in the scheduled completion of this project. At Gateway 5 works were scheduled to start in October 2019 and completed by end of March 2020, with an early April 2020 opening.
10. Assessment of project against Scope	Initially it was intended to redevelop two playgrounds - the Adventure Playground and the smaller neighbouring One O Clock Playground. However, following a competitive tendering exercise it highlighted that it was necessary to reduce the scope of the works to the Adventure Playground only that was feasible within the proposed budget in Gateway 1/2 report of £100k - a Change Control Notice was issued on 08.02.2018.
11. Risks and issues	At Gateway 5 the only risk identified was the potential outcry from the public due to not replacing the popular and historical American Swing with a "like for like" piece of equipment – this was successfully mitigated through user consultation and engagement in the design process and stakeholder feedback / public reaction in selecting the piece of equipment to replace the aging and unsafe American Swing. Several unidentified risks occurred as stated in Section 3 of this report.
12. Transition to BAU	It was agreed on completion of the project the Adventure Playground would be managed via the Hampstead Heath Local Risk Budget. Principal Designer organised an independent "ROSPA Play Safety Post - Installation Inspection" and this was successfully signed off on 6 May 2021.

Value Review

13. Budget	<table><tr><td>Estimated Outturn Cost (G2)</td><td>Estimated cost (including risk):£100K Estimated cost (excluding risk):</td></tr></table>		Estimated Outturn Cost (G2)	Estimated cost (including risk):£100K Estimated cost (excluding risk):																											
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	Savings identified in Hampstead Heath £50,000 - Local Risk Budget 2016/17 £25,000 - Local Risk Budget 2017/18 £25,000 - External Grant Funding																														
	<table><tr><td></td><td>At Authority to Start work (G5)</td><td>Final Outturn Cost</td></tr><tr><td>Fees</td><td>£ 18,250.00</td><td>£ 18,250.00</td></tr><tr><td>Staff Costs</td><td>£</td><td>£</td></tr><tr><td>Works</td><td>£ 89,187.45</td><td>£ 92,236.22</td></tr><tr><td>Purchases</td><td>£</td><td>£</td></tr><tr><td>Other Capital Expend</td><td>£</td><td>£</td></tr><tr><td>Costed Risk Provision</td><td>£</td><td>£</td></tr><tr><td>Recharges</td><td>£</td><td>£</td></tr><tr><td>Other*</td><td>£</td><td>£</td></tr><tr><td>Total</td><td>£ 107,437.45</td><td>£ 110,486.22</td></tr></table>			At Authority to Start work (G5)	Final Outturn Cost	Fees	£ 18,250.00	£ 18,250.00	Staff Costs	£	£	Works	£ 89,187.45	£ 92,236.22	Purchases	£	£	Other Capital Expend	£	£	Costed Risk Provision	£	£	Recharges	£	£	Other*	£	£	Total	£ 107,437.45
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Recharges	£	£																													
Other*	£	£																													
Total	£ 107,437.45	£ 110,486.22																													
A Change Control Notice was issued on 16 April 2021 to the Chief Officer and Head of Finance notifying of the appointment of new contractor and increase in budget from £107,437 (2018) to £114,281.																															
14. Investment	N/A																														
15. Assessment of project against SMART objectives	<p>The project met the following SMART objectives as outlined in Gateway 1/2:</p> <p>➤ Redesigned play areas that meet the principles below and align with the Hampstead Heath Play Policy:</p> <ul style="list-style-type: none">• Emphasises natural play and exploration• Incorporates the Heath’s natural environment and optimises the opportunities for young people to connect with it• Provides a range of play opportunities which deliver Play England’s 7 objectives for play• Recognises and caters for a range of abilities and preferences for play• Provides many exciting play opportunities to reduce over-reliance on a small number of opportunities																														

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	<ul style="list-style-type: none"> • Supports the staffed play activities • Lowers on-going maintenance costs of both facilities • Ensures a long-life span for the facilities • Provides a more joined up feeling for both facilities (uses the same theming and ethos) • Is accessible to the public without supervision and reduces barriers to use • Involves users (young people, children, parents, carers) in the design <p>➤ Increased participation at both facilities and corresponding increases in donations measured through visitor figures and local risk budgets.</p> <p>➤ Evidence of achieving our departmental learning outcomes for participants using the facilities measured through evaluation framework.</p> <p>➤ Consultation with users on the design results in a popular and well used facility measured through communications plan</p> <p>The following two objectives have not been met:</p> <p>➤ Project delivery schedule for completion as outlined at Gateway 1/2.</p> <p>➤ The redevelopment of one of the playgrounds. However, the detailed design of the smaller One O' Clock Playground has been completed and ready to be implemented subject to planning permission and future funding.</p>
16. Key benefits realised	<p>As identified in Gateway 1/2 the following Key Benefits have been achieved:</p> <ol style="list-style-type: none"> 1. Access to play opportunities is defined as a right by the United Nations Convention on the Rights of a Child. Active learning through play supports young people's social, emotional, creative, and physical development. Young people can gain confidence, build their connection with the Heath, and mix with people of a range of ages and backgrounds. 2. Play opportunities on Hampstead Heath represent a key first step in engaging a wide variety of young people with green spaces and contribute heavily to the wellbeing agenda. In particular, the facilities are well used by the local communities near Gospel Oak who are a key audience for the learning programme.

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Lessons Learned and Recommendations

17. Positive reflections	<p>Despite the barriers and hurdles since Gateway 5, the project in the main has been delivered. The following are positive key reflections:</p> <ol style="list-style-type: none"> 1. Due to the first contractor going into liquidation, City Procurement revisited the tender evaluation exercise and approached the second contractor who agreed to construct the project within the defined budget envelope. 2. The Contractor delivered the playground to the design specifications and was proactive in working with the Principal Designer to keep costs under control and to deliver the project within the agreed managed budget envelope and revised agreed timeframe. 3. For the Open Spaces Teams, the project management opportunity offered opportunities to learn and gain new skills in working collaborating with colleagues within PMO, City Procurement, Chamberlains and Corporate Health & Safety.
18. Improvement reflections	<p>Having gone through the project process, the role of the Principal Designer could have been reduced and monies saved, especially with the management of works on site.</p> <p>Moving forward with other potential play area projects of a similar size and budget The Hampstead Heath Operations Team have gained knowledge and experience are confident in managing contactor(s) on site in future.</p>
19. Sharing best practice	<ol style="list-style-type: none"> 1. Dissemination of key learning within Open Spaced Department. 2. Lessons learned have been logged and recorded on Departmental Shared point.
20. AOB	N/A

Appendices

Appendix 1	Project Cover Sheet
Appendix 2	
Appendix 3	

Contact

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Project Coversheet

[1] Ownership & Status

UPI: 11822

Core Project Name: Redevelopment of Hampstead Heath Adventure Playground

Programme Affiliation: None

Project Manager: Declan GALLAGHER

Definition of need:

- a) To continue delivering play opportunities on Hampstead Heath, investment is needed to replace the aging and faulty equipment at both facilities. This project proposes that a complete redevelopment of the play areas at the Adventure Clubhouse and Peggy Jay Centre is undertaken to align with the new aims and allow the facilities to contribute to our departmental impacts more fully for play.
- b) The new design will maximise the opportunities for users of the facilities to connect to Hampstead Heath through emphasising natural play and exploration. A list of design criteria has been developed.

Key measures of success:

- a) Completion of works within revised agreed budget and specified time frame.
- b) Works signed off by Principal Designer and successful Play Safety external inspection certificate.
- c) Positive feedback from playground users, playground staff and members of the Hampstead Heath Consultative Committee.

Expected timeframe for the project delivery: January 2017 – March 2018

Key Milestones: Project completed in May 2021

Are we on track for completing the project against the expected timeframe for project delivery? Project Completed

Has this project generated public or media impact and response which the City of London has needed to manage or is managing? No

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes:

‘Project Briefing’ G1&2 report (as approved by Corporate Project Board on 10.01.2017, Hampstead Heath Hampstead Heath, Highgate Wood & Queen’s Park Committee on 30.01.2017 and Project Sub Committee on 31 01.2017:

- Total Estimated Cost (excluding risk): **£100,000**
- Costed Risk Against the Project: N/A
- Estimated Programme Dates: **January 2017 – March 2018**

Scope/Design Change and Impact:

‘Project Proposal’ G2 report: N/A – Project Proceeded to Gateway 5 Light

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:

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- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Options Appraisal and Design' G3-4 report: N/A – Project Proceeded to Gateway 5 Light

- Total Estimated Cost (excluding risk):
- Resources to reach next Gateway (excluding risk)
- Spend to date:
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

'Authority to start Work' G5 report (Director of Open Spaces 22nd March 2019):

- Total Estimated Cost **£107,437**
- Resources to reach next Gateway (excluding risk)
- Spend to date: **£15,812**
- Costed Risk Against the Project:
- CRP Requested:
- CRP Drawn Down:
- Estimated Programme Dates:

Scope/Design Change and Impact:

**Total anticipated on-going commitment post-delivery [£5,000]:
Programme Affiliation [£]: N/A**

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