



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: TUESDAY, 21 MAY 2024

Time: 4.00 pm

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

Members:

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

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

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. ***ORDER OF THE COURT OF COMMON COUNCIL**

To receive the Order of the Court of Common Council dated 25 April 2024 appointing the Committee and setting its Terms of Reference.

For Information
(Pages 7 - 8)

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No.29.

For Decision

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No. 30.

For Decision

6. **MINUTES**

For Decision

- a) Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 9 - 14)

To agree the public and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 12 February 2024.

- b) Draft minutes of Hampstead Heath Consultative Committee (Pages 15 - 22)

To note the public minutes of the Hampstead Heath Consultative Committee meeting held on 22 April 2024.

- c) Draft Queen's Park Consultative Group Minutes (Pages 23 - 28)

To note the draft minutes of the Queen's Park Consultative Group held on 8 May 2024.

7. **APPOINTMENT OF SUB COMMITTEES, CONSULTATIVE COMMITTEES AND GROUPS AND REPRESENTATIVES ON OTHER BODIES**

Report of the Town Clerk.

For Decision
(Pages 29 - 34)

8. ***ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

For Information

a) Hampstead Heath (Pages 35 - 46)

b) Highgate Wood and Queen's Park (Pages 47 - 56)

9. **RISK MANAGEMENT UPDATE REPORT**

Report of the Interim Executive Director, Environment.

For Decision
(Pages 57 - 108)

10. ***NATURAL CAPITAL AUDIT**

Report of the Interim Executive Director, Environment.

For Information
(Pages 109 - 112)

11. **NORTH LONDON OPEN SPACES BUSINESS PLAN**

Report of the Interim Executive Director, Environment.

For Decision

a) Management Priorities for Hampstead Heath for FY'2024-25 (Business Plan)
(Pages 113 - 120)

Report of the Interim Executive Director, Environment.

b) Management Priorities for Highgate Wood FY'2024-25 (Business Plan) (Pages
121 - 306)

Report of the Interim Executive Director, Environment.

- c) Management Priorities for Queen's Park FY'2024-25 (Business Plan) (Pages 307 - 340)

Report of the Interim Executive Director, Environment.

12. ***ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023**

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

For Information

- a) Hampstead Heath Incorporating Hampstead Heath Trust Fund Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2023 (Pages 341 - 386)

- b) Highgate Wood and Queen's Park Kilburn Annual Report and Financial Statements for the Year Ended 31 March 2023 (Pages 387 - 424)

13. ***HIGHGATE WOOD AND QUEEN'S PARK KILBURN CHARITY - REVIEW OF CURRENT DESIGNATED, UNRESTRICTED, AND RESTRICTED INCOME FUNDS HELD AND PROPOSED CHANGES**

Report of the Interim Executive Director, Environment.

For Information
(Pages 425 - 428)

14. ***HAMPSTEAD HEATH - HILL GARDEN PERGOLA - UPDATE REPORT**

Report of the City Surveyor.

For Information
(Pages 429 - 434)

15. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information

- a) Urgency Decision: Hampstead Heath Fees and Charges for Financial Year 2024-2025 (Pages 435 - 436)

- b) Urgency Decision: Highgate Wood and Queen's Park Fees and Charges for Financial Year 2024-2025 (Pages 437 - 438)

- c) Urgency Decision: Parliament Hill Athletics Track (Pages 439 - 440)

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

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

Part 2 - Non-Public Agenda

18. **EXCLUSION OF THE PUBLIC**

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

For Decision

19. **NON-PUBLIC MINUTES**

For Decision

- a) Draft Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 441 - 442)

To agree the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 12 February 2024.

- b) Draft Minutes of the Hampstead Heath Consultative Committee (Pages 443 - 444)

To note the draft non-public minutes of the Hampstead Heath Consultative Committee meeting held on 22 April 2024.

20. ***OUTTURN REPORT: AFFORDABLE ART FAIR**

Report of the Interim Executive Director, Environment.

For Information
(Pages 445 - 452)

21. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information
(Pages 453 - 454)

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

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

Agenda Item 3

MAINELLI, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25 th April 2024, doth hereby appoint the following Committee until the first meeting of the Court in April, 2025
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HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE

1. **Constitution**

A Non-Ward Committee appointed pursuant to the London Government Reorganisation (Hampstead Heath) Order 1989 consisting of not fewer than 18 Members in the following categories:-

- not fewer than 12 Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Chairman and Deputy Chairman of the Natural Environment Board (*ex-officio*)
- plus, for the consideration of business relating to Hampstead Heath only, at least six representatives who must not be Members of the Court of Common Council or employees of the City of London Corporation and at least six of whom are to be appointed as follows:-
 - one after consultation with the London Borough of Barnet
 - one after consultation with the London Borough of Camden
 - one after consultation with the owners of the Kenwood lands
 - three after consultation with bodies representing local, ecological, environmental or sporting interests

The Chairman of the Committee shall be elected from the City Corporation Members.

2. **Quorum**

A. For Hampstead Heath business the quorum consists of seven Members, at least one of whom must be a non-Common Council Member.

B. For Highgate Wood and Queen's Park business the quorum consists of three Members.

3. **Membership 2024/25**

- 8 (4) William Upton KC
- 9 (2) Charles Edward Lord OBE JP, Deputy *for two years*
- 7 (3) Wendy Mead OBE *for three years*
- 3 (3) Timothy Butcher, Deputy
- 3 (3) John Ross Foley
- 3 (3) Alethea Melody Silk
- 3 (3) John David Absalom
- 9 (2) Michael Hudson
- 3 (2) Jason Groves
- 7 (2) Gregory Percy Jones, KC, Alderman
- Vacancy
- Vacancy

Together with the *ex-officio* Members referred to in paragraph 1 above and the following representatives from outside organisations:-

Heath and Hampstead Society	-	John Beyer
English Heritage	-	Emily Hills
London Wildlife Trust	-	Mathew Frith
London Borough of Barnet	-	Councillor Arjun Mittra
London Borough of Camden	-	Councillor Marcus Boyland
Ramblers' Society	-	Pauline Lobo

4. **Terms of Reference**

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

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

Hampstead Heath

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

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

Highgate Wood & Queen's Park

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

Consultative Committees

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

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

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Monday, 12 February 2024**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Room 3 - 2nd Floor West Wing, Guildhall on Monday, 12 February 2024 at 4.00 pm

Present

Members:

William Upton KC (Chair)
Alderman Gregory Jones KC (Deputy Chairman)
Deputy John Absalom
John Beyer
Deputy Timothy Butcher
John Foley
Matthew Frith
Jason Groves
Caroline Haines (Ex-Officio Member)
Emily Hills
Michael Hudson
Pauline Lobo
Deputy Charles Edward Lord
Wendy Mead
Councillor Arjun Mittra
Alethea Silk

Officers:

Jonathan Meares	- Environment Department
Bob Roberts	- Environment Department
Clem Harcourt	- Chamberlain's Department
Simon Owen	- Chamberlain's Department
Emily Brennan	- Environment Department
William LoSasso	- Environment Department
Joanne Hill	- Environment Department
Jayne Moore	- Town Clerk's Department
Charlotte William	- Environment Department
Isobel Tucker	- City Surveyor's
Edward Wood	- Comptroller & City Solicitor's

1. APOLOGIES

Alderman Gregory Jones KC chaired the meeting, with William Upton KC observing the meeting remotely.
Apologies were received from Andrew McMurtie.

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

There were no declarations.

3. **MINUTES:**

4. **TO AGREE THE PUBLIC MINUTES AND SUMMARY OF THE HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MEETING HELD ON 29 NOVEMBER 2023.**

RESOLVED, That the minutes of the meeting of 29 November 2023 be approved as an accurate record of the proceedings.

5. **TO NOTE THE MINUTES OF THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE MEETING HELD 15 JANUARY 2024**

The Committee noted the draft minutes of the meeting of the Hampstead Heath Consultative Committee of 15 January 2024.

RESOLVED, That the Committee endorse these two appointments (as proposed by William Upton KC, seconded by Alderman Gregory Jones KC):

- John Arnoldi as Heath Hands representative; and
- Michelle Martin as Vale of Health Society representative.

6. **DIRECTOR'S REPORT**

The Committee noted the report of the Executive Director Environment providing Members with an update on matters relating to Hampstead Heath, Highgate Wood, and Queen's Park since the last Committee meeting of 29 November 2023.

7. **ASSISTANT DIRECTOR'S REPORT**

The Committee noted the report of the Executive Director Environment providing Members with an update on matters relating to Hampstead Heath, Highgate Wood, and Queen's Park since the last Committee meeting of 29 November 2023.

On the Ponds access project, the meeting heard that the project is not yet complete - the expected return date of the contractors is in late February 2024 with completion expected in late March 2024.

A Member commented that there was merit in further greening upon completion of the project at the mixed pond. The meeting heard that the option of a natural barrier is being explored.

The meeting heard, in response to a question, that the ponds remain open during the works, with a few short closures for materials deliveries.

On Queen's Park, the meeting heard (in response to a Member question) that the sandpit project is expected to be complete by late March 2024.

On the lower threshold of closing Highgate Wood in high wind, a Member asked whether any feedback had been received on that. The meeting heard that no feedback appeared to have been received on Highgate Wood being closed, and no concerns had been expressed.

On the Woodland Walk extension at Queen's Park, a Member asked for further clarification on its timeline. The meeting heard that staff and financial capacity is currently being examined, and no firm timeline is currently available until other projects are completed. A Member asked whether commercial sponsorship options were being explored. The meeting heard that all funding opportunities are being explored.

On the cricket nets at the Heath extension, a Member asked whether there were planning consent issues. The meeting heard that the proposal is for the crickets nets to be relocated which would require planning permission due (in part) to a proposed change in use of some structures and their degree of permanence, which would in turn involve resources. The meeting heard that a more suitable site has been identified a short distance from the current site that is approximately 400 metres from the current site, noting a recent Members' site visit and noting that cricketers have been consulted and are content with the move.

8. **REVIEW OF THE 2023 EVENTS PROGRAMME & PROVISIONAL EVENTS PLANNED FOR THE 2024 PROGRAMME**

The Committee considered the report of the Executive Director, Environment.

A Member commented that there was merit in focussing on facilitating events to generate income, in particular in respect of the filming industry – noting the importance of securing appropriate contracts and pricing. Members noted that a current review at the CoLC is examining how Open Spaces are monetised and marketed effectively and appropriately via, potentially, an expanded film team and/or expanded fundraising functions.

Members asked whether a report could be provided on the matter on the Charities Review and on the exploitation of the CoLC's Open Spaces assets. The meeting noted that a progress update of the Charities Review was expected to be submitted by December 2024 (with the potential for update reports earlier than that), and that the Committee could expect a draft income strategy by October 2024.

Citing the example of paragraph 10 of the report (Affordable Art Fair), a Member commented on an apparent lack of commercial dynamism around commercial events on the Heath, noting that CoLC executives did not appear to be taking professional advice and that the event (and similar events) had the potential to generate better income. The meeting heard that officers will be initiating a review of events and commercial practices, and there is scope for advice being sought from City Surveyors and that a Head of Development and Partnerships is being recruited imminently, noting that lettings policies were being carefully scrutinised - including for the Affordable Art Fair.

A Member commented on the criticality of ensuring that a commercial fee is negotiated in line with appropriate professional advice, and asked that an outturn report be submitted as a non-Public item showing the figures relating to the Affordable Art Fair.

RESOLVED, That Members approve the large and major events proposed as part of the provisional 2024 Events Programme for Hampstead Heath, Highgate Wood,

and Queen's Park as set out at Appendix 1, noting that an outturn report would be submitted as a non-Public item setting out the revenue generated by commercial events, including the Affordable Art Fair.

9. RISK MANAGEMENT UPDATE REPORT

The Committee considered the report of the Interim Executive Director, Environment setting out the risk management procedures in place within the Environment Department and its Natural Environment Division taking into account the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

On the new risk detailed in Appendix 1a ('014 - Impacts of anti-social behaviour on staff and site'), a Member asked why that risk has been added. The meeting heard that concerns had been expressed about some behaviour directed at CoLC colleagues, and that a new reporting mechanism has been set up to ensure consistency. Members expressed concern around anti-social behaviour and how that impacted Heath colleagues.

On the risk 'Decline in condition of assets', Members noted that there was merit in prioritising asset renewal, noting the apparently poor condition of some assets. A Member asked when the operational property review was expected to be concluded, and the meeting heard that condition surveys were expected to be completed by April 2024, and an audit of all built assets is expected to be largely completed by January 2025.

RESOLVED, That Members confirm, on behalf of the City Corporation as Trustee, that the Summary Risk Registers appended to the report satisfactorily identify the key risks to the charities and that an appropriate risk management process is in place.

10. RENEWAL OF PARTNERSHIP AGREEMENT WITH HEATH HANDS

The Committee noted the report of the Executive Director, Environment providing Members with an update on officers' actions to renew the partnership agreement with Heath Hands.

Referencing paragraph 7 of the report, the meeting noted (in response to a request) that the annual report of Heath Hands would be submitted to the Committee in addition to the Consultative Committee.

The Committee thanked the volunteers at Heath Hands for their contribution.

11. *HAMPSTEAD HEATH CONSTABULARY UPDATE

The Committee noted the report of the Executive Director, Environment providing Members with an update on the Hampstead Heath Constabulary ("the Constabulary") operations since the previous report of 29 November 2023.

The Committee expressed its support for the Constabulary, noting the importance of consulting Police bodies to ensure correct training for existing and new Constabulary officers, noting also the issues raised in the risk register including the added risk, noting also the reputational risk to the CoLC around potential negative incidents.

The meeting noted that Constabulary uniforms would no longer be provided by the City of London Police.

A Member noted that most of the anti-social behaviour took place in the West Heath area, commenting that a new broad-based body could be set up to deal with those issues, and that data on anti-social behaviour in particular should be reported to the Committee.

In response to a question on CCTV coverage on the Heath, the meeting heard that CCTV coverage was limited.

The meeting noted (in response to questions) that the budget to increase the complement of constables from 4 to 6 has been approved, and that costs related to the digital platform (section 16) are currently being explored.

The Committee noted that the meeting dates referenced on pages 1 and 2 of the report should in fact read '29 November 2023'.

The Committee noted that progress would be reported to the next Committee, and that an annual review is to be reinstated (to be revised in the event of a deterioration in anti-social behaviour).

12. * **OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER) 2023/24 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

The Committee noted the report of The Chamberlain providing an update on the operational finance position as at period 9 (April – December) 2023/24 for the Committee's local risk revenue budget to date and projected year-end outturn position, current live capital projects and outstanding debt position together with additional information on the various reserve funds held and other relevant finance information for the divisions of service and Charities which fall within the remit of the Committee. It was noted that the report was inadvertently included in the agenda pack twice.

A Member asked for clarification on any impact of sports charges not being increased. The meeting heard that appendix 1 set out the current income position in relation to Hampstead Heath.

Referencing sections 20 – 23 of the report, a Member commented on outstanding debt arrears and sought clarification on the robustness of the enforcement.

A Member asked why fees were not paid upfront. The meeting heard that the debts were historic and that non-payers are excluded from future use.

The Committee noted the assurances that public and CoLC money and debt is taken seriously.

The Committee noted that emails on the matter of outstanding debts had already been exchanged on the matter providing responses to the queries raised in relation to outstanding debt arrears, that further details of the matter would be dealt with outside the confines of the Committee, and that any further concerns would be raised at a future Committee meeting.

A Member commented (referencing sections 25 and 27) that the CIL money would be expected to have been directed towards a restricted income fund, and that was confirmed.

The Committee agreed to extend the meeting beyond two hours.

13. * **CURRENT STRUCTURE OF NORTH LONDON OPEN SPACES**

The Committee noted the report of the Executive Director, Environment that provided Members with an update on the current structure of North London Open Spaces following the implementation of the Corporation's Target Operating Model.

14. ***DRAFT HIGH-LEVEL BUSINESS PLAN 2024/25 – ENVIRONMENT DEPARTMENT**

The Committee received the report of the Interim Executive Director, Environment presenting the Environment Department’s draft high-level Business Plan 2024/25 for the Natural Environment Division and City Gardens.

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

Members noted the revised meeting dates that had been circulated.

The meeting noted that the late Declan Gallagher, former operations manager at Hampstead Heath, is expected to be commemorated on 30 April 2024. The meeting heard that a plaque and bench are under consideration and that locations are being explored.

The Committee unanimously agreed that the waiting list for benches be bypassed (if necessary) in order for a bench to be dedicated to Declan Gallagher.

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

A Member commented that there appeared to be a tendency for reports to delay progress, and the Committee noted the need for an interim strategy (including on income generation) while finalised strategies were formulated.

18. **EXCLUSION OF THE PUBLIC**

RESOLVED, That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for subsequent items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

The meeting ended at 6.30 pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 22 April 2024

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Committee Rooms, West Wing, Guildhall. on Monday, 22 April 2024 at 5.30 pm

Present

Members:

William Upton KC (Chairman)
Liz Andrew
John Arnoldi
John Foley
Colin Gregory
Michael Hammerson
Michele Martin Williams
Richard Sumray
Jeff Waage
Simon Williams

In Attendance:

Nick Bradfield
Dr Gaye Henson
Helen Payne
David Walton

Officers:

Emily Brennan	- Natural Environment Director
William LoSasso	- Environment Department
Charlotte Williams	- Environment Department
Jonathan Meares	- Environment Department
Blair Stringman	- Town Clerk's Department
Helen Evans	- Environment Department
Jack Joslin	- City Bridge House Estates
Isobel Tucker	- City Surveyor's Department

1. APOLOGIES

Apologies were received from Liz Andrew and John Weston.

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

There were no declarations.

3. MINUTES

3.1 To agree the draft minutes of Hampstead Heath Consultative Committee held on 15 January 2024

RESOLVED – That, the minutes of the previous meeting held on 15 January 2024.

3.2 ***To note the draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee held 12 February 2024**

The minutes were noted.

MATTERS ARISING:

The following points were noted.

- London Council for Sport and Recreation Member expressed concerns about the Constabulary's visibility and numbers, noting a significant reduction compared to previous figures and questioned whether this had been addressed by the HHMC.
- Hampstead Garden Suburb Residents' Association Member raised a query about uniforms not being provided by the city police, the implications for visibility, and whether funding would need to come from the Heath. The Assistant Director responded that the issue predates current discussions, uniforms were sourced through colleagues and other departments, and funding would need to come from the Heath.
- The Chairman indicated the intention to ensure the work of Heath Hands is reported and acknowledged, stating it was in Heath Hands' remit to do so.
- It was noted by Members that the committee representation had decreased for some representative bodies. The London Council for Sport and Recreation Member committed to bringing a name back to the next consultative committee.

3.3 ***To note the draft minutes of the Sports Advisory Forum Minutes held on 28 February 2024**

The minutes were noted.

MATTERS ARISING

Forum Strategy

London Council for Sport and Recreation Member expressed satisfaction with the forum's shift towards a more strategic focus rather than operational, emphasising the importance of balancing officer work and strategic planning for health and wellbeing. They noted this as a good starting point to reset and enhance the forum's value.

Sports and Wellbeing Integration

Hampstead Garden Suburb Residents' Association Member discussed the Sports and Wellbeing Forum, mentioning an issue with accessing the sports strategy link, which seemed to be focused on the square mile. They raised questions about integration and the business plan item related to the swimming forum's relation to the Sports and Wellbeing Forum.

Swimmers Forum and Sports Strategy

Head of Operations and Parks informed Members that the swimmers forum has been established with the first meeting scheduled for 23 April, including representatives from the lido, men's and ladies' mixed ponds. They mentioned

upcoming meetings with the Head of Sport Strategy & Engagement regarding the sports strategy review, ensuring it includes NLOS.

London Council for Sport and Recreation Member highlighted the necessity of including open spaces in the sports strategy and the importance of utilising the current strategy until a new one is developed. They committed to providing an update on the sports strategy.

4. ***HEATH HANDS UPDATE - MARCH 2024**

The Committee received an update from Heath Hands.

The Heath Hands representative gave a summary of the Heath Hands activities in the first quarter, including wildlife monitoring, interpretation centre, landscaping work at the men's and mixed pond, and the upcoming 21st anniversary celebrations.

The Committee noted the heath hands agreement and clarified that no decisions had been made and nothing is currently planned for the tennis hut at Parliament Hill.

5. **ASSISTANT DIRECTOR'S REPORT**

The Committee received a report of the Executive Director, Environment concerning an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Meeting on 30 October 2023.

The Assistant Director's report covered the formal opening of the athletics track, progress of the Parliament Hill sports and leisure facilities, the status of the pergola restoration project, the completion of the Ponds Access Project, and the conservation and ecology work on the heath. The committee discussed various topics related to the Heath and it was noted that a small working group would be formed to review and update the Hampstead Heath Management Strategy.

Parliament Hill

Head of Operations and Parks noted the Cricket nets project had been delayed, Members were informed that the plan to relocate or refurbish the cricket nets on the Heath had been postponed due to planning issues and lack of sufficient budget. It was noted that the City Surveyors team has an allocated funds that could be used for either option, but not both. A Member expressed disappointment and suggested looking for external funding sources. It was agreed that a further update to be provided at the next meeting. The Hampstead Garden Suburb Residents' Association Member noted that the association could help make up the current shortfall of approximately £20,000 and proposed to speak to other boards for assistance.

Golders Hill Pergola Update

The Assistant Director provided a summary on the pergola update, stating that long-term repair would require a significant sum and that temporary works might not be sufficient, but a better sense would be obtained after works

currently underway were completed. They advised erring on the side of caution.

The Hampstead Garden Suburb Residents' Association Member inquired about the funding source, whether it was from capital resources or a local budget, and what issues might be faced. The Assistant Director responded that there was not sufficient funding for this, and the source of funds was an open question. Members noted works were being carried out in May subject to weather conditions.

Ponds

The Head of Operations and Parks reported that all work at the mixed and ladies pond, including snagging, was completed. The remaining works included a sliding door from Finland, which was being manufactured and expected to be installed between 7-10 May, with an end of May completion target.

Conservation

The following points were noted.

- The recent desilting work on the Heath Extension had finished.
- There was a lot of ongoing work on the ponds and wetlands by the conservation team, including the amphibian survey of all 30 ponds, which was assisted by Heath Hands.
- The discovery of Black Hair Streak larval eggs on the Heath was mentioned as an exciting new development.
- Leaky dams, constructed out of wood, are being installed on the streams and tributaries of the Fleet Stream as part of the climate action strategy to create pools, damp woodland habitat, and assist with flood mitigation.
- The conservation team completed a week's work at Burnham Beeches, doing specialist work on the most vulnerable Beech pollards.

In response to a discussion on windspeed, it was suggested that notices about risks or dangers could be put up at main entrances when people come onto the Heath. A Member noted that signs are put up and social media is used to inform when windspeed exceeds 40mph, leading to the closure of ponds, particularly the ladies pond.

Constabulary

During the meeting, there was a discussion about the Constabulary and its current makeup, presence, visibility, and effectiveness on the Heath. The topic of the role of Parkguard was also mentioned and it was suggested that it may need to be touched on in the future.

In relation to questions raised on the licensing scheme for dogs and the resource limitations at COL for managing the Kenwood estate, officers noted that consideration has been given to the topic but no action was currently possible.

The representative for London Council for Sport and Recreation raised concerns about safety on the Heath due to drug paraphernalia and proposed

that the work plan should include a review of Constabulary policing over the year, with a review to be provided by the end of the year.

Boarded Up Cottage

It was reported that the initial timeline for the repair of the boarded-up cottage had been delayed. The decision was made to retain and repair, which will be covered through insurance, with construction estimated to take 9 months to a year, aiming for a 2025 completion.

6. MANAGEMENT PRIORITIES FOR FY'2024-25 (BUSINESS PLAN)

The Committee received a report of the Executive Director, Environment concerning an overview of the planned key management activities and initiatives at Hampstead Heath for financial year 2024-25.

The Assistant Director reported that there has been significant planning and strategy development happening across COL. A 5-year business plan is being created for North London Open Spaces this year, and a 1-year plan has been developed for this year. Officers noted that the document is a working document, and the forthcoming 5-year business will seek to align with the multiple strategies across the organisation. Members noted that there a delicate balance needs to be struck to ensure that all activities are happening in the right way. Sport was discussed as a key strategy for the Natural Environment Division, including access and recreation. The need to incorporate connections, and physical activity, health, and exercise management into the strategy was also discussed.

The meeting was extended for 45 minutes.

7. REVIEW OF CURRENT DESIGNATED, UNRESTRICTED, AND RESTRICTED INCOME FUNDS HELD AND PROPOSED CHANGES

The Committee received a report of the Executive Director, Environment concerning the complete list of the current designated, unrestricted, and restricted income funds held for Hampstead Heath with the recommended future usage and changes required for these funds, to meet charity accounting SORP rules.

The interim head of finance at Chamberlain's, presented a report on the review of current designated, unrestricted, and restricted income funds held and proposed changes. She explained that the report was a building block that reviews the information held by the organisation and appears in the charity accounts each year. Members noted that the report showed the movement of funds for Hampstead in 2022-23 and the balance on the 31st of March 2024, subject to audit. Officers also mentioned that there was ongoing work on the charity review, and there may be more precise notes in the statutory accounts that would be produced in the future.

The London Council for Sport and Recreation representative inquired about the permanent endowment mentioned in appendix 1 of the report. The Member was interested in knowing if the amount had changed over the years or had been built up and if the endowment has kept in line with inflation. It was

explained that the permanent endowment mentioned on page 46, is something where the capital must be maintained unless the originator specifies otherwise. Members noted the income could be spent, but there was no requirement to maintain the asset.

8. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report of the Town Clerk concerning decision taken under urgency authority.

8.1 **Hampstead Heath Fees and Charges for Financial Year 2024-2025**

The report was noted.

8.2 **Parliament Hill Athletics Track**

The report was noted.

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

There were now questions.

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

There was no urgent business.

11. **EXCLUSION OF THE PUBLIC**

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

12. ***TO NOTE THE DRAFT NON-PUBLIC MINUTES OF THE HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE HELD ON 12 FEBRUARY 2024**

The minutes were noted.

13. ***DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

The Committee received a report of the Town Clerk concerning decision taken under urgency authority.

14. **CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE NATURAL CHARITIES REVIEW**

The Committee received a report of the Managing Director, City Bridge Foundation.

15. **DATE OF NEXT MEETING - 10 JUNE 2024**

The Committee noted the date of the next meeting.

The meeting ended at 8.30 pm

Chairman

Contact Officer: Blair Stringman
Blair.Stringman@cityoflondon.gov.uk

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QUEEN'S PARK CONSULTATIVE GROUP

Wednesday 8 May 2024, 1pm meeting

The Rotunda, St Anne's Brondesbury, 125 Salusbury Road, NW6 6RG

Members:	William Upton KC CC (Chair) (WU)	Hampstead Heath, Highgate Wood & Queens Park Committee
Co-Optees:	Ruby Sayed (RuS)	City of London Corporation Member (meeting only - joined online)
	Cllr Steve Crabb (SC)	London Borough of Brent (meeting only)
	Flavia Rittner (FR)	Queen's Park Area Residents Association
	Virginia Brand (VB)	Queen's Park Area Residents Association
	Robin Sharp (RoS)	Queen's Park Area Residents Association
	Claire Gillan (CG)	Queen's Park Area Residents Association
	John Blandy (JB)	Queen's Park Area Residents Association
Officers:	Bill LoSasso (BL)	Assistant Director, City of London
	Charlotte Williams (CW)	Head of Operations and Parks
	Ciaran O'Keeffe (CO'K)	Formal Parks Manager
	Helen Evans (HE)	Minutes (meeting only)

1. **Apologies**
Cllr Eleanor Southwood, Paul Brown, Vicky Zentner, Cllr Neil Nerva
2. **Approval of previous minutes**
 - a. It was noted that QPARA representatives had sent in comments on the November 2023 minutes. After discussion, it was decided that they would be appended to the minutes from November 2023.
 - b. It was agreed that future amendment proposals include the Chairman.
3. **Assistant Director's Update**
 - a. **Staffing recruitment**
 - i. It was clarified that there was a minimum of two persons working per shift at the park, at times supplemented by casuals, and that Paul Brown is the Senior Ranger, with a Head Gardener and Ranger beneath him. There is a team of nine altogether.
 - b. **The sandpit project**
 - i. It was mentioned to the Consultative Group that a sign is needed to communicate to the public the expected timeframe for the opening of the sandpit.

ACTION (CW and CO’K): arrange for the fabrication of signage to communicate to the public, and arrange social media posts.

- ii. CW went on to discuss the unforeseeable delays to the project including the discovery of plan tree roots which disrupted work, changes in staffing, administrative complications, and inflation eroding capital for the project.
- iii. After a site meeting earlier in the morning, CW and CO’K have identified another 1-2 weeks’ work, with signage to be added in the next week. The sandpit can open immediately after a successful inspection.
- iv. Concern was expressed over these delays, questions posed on how might we mitigate mistakes on future projects to save escalating costs and time scales.
- v. It was mentioned that criticism the project was attracting on NextDoor, and that he has been helping to clear up queries and concerns online, apparently the lack of clarity on CIL funding provided from Brent Council for the project has attracted concern and criticism. He suggested signage and social media to emphasise the good that will come from the project, and that the opening ceremony should be marked in symbolic way.

ACTION (Queen’s Park): arrange an opening event for the sandpit with project and local stakeholders.

- vi. WU mentioned that whilst this project has gone on longer than expected, we have learnt from the experience; this has been a pilot for when funding comes in from different pots.
- vii. BL gave his thanks to CW for seeing the project through to near completion.
- viii. CW went on to further say that the project encountered so many issues, but that she hopes it will be finished by June. After the visit earlier in the morning it was agreed that the contractors, Blakedown, could reduce the size of the compound so the gate current closed can be re-opened in the next week or so. The Consultative Group accepted there has been exceptional circumstances.

c. Toilet refurbishment

- i. CW clarified that the insurance funding was to complete the external works to the toilet block following a recent break in and vandalism, but that the project required additional funding for the internal works. City Surveyors are awaiting the funding to be approved.
- ii. CW advised she was not yet aware of how much funding may be forthcoming from City Surveyor’s for the interior works, but it was expected to be for the full amount needed. She also mentioned that this would be for full decoration, but that designs are not available. Existing money was used for the collapsing of a drain, which has delayed the project. Concern was expressed that the refurbishment of the toilet block was being discussed 4-5 years ago, and that this is long overdue.

ACTION (CW): to clarify the works being undertaken and accessibility of the plans.

d. Management plans (1-year and 5-year)

- i. BL mentioned to the Consultative Group that we have a 1-year management plan for 2024, created to enable applications for the Green Flag and Green Heritage awards. We are hiring a consultant to help us develop/update existing management plans this fiscal year for all the NLOS spaces. The 5-year plans will look at short- and long-term objectives.
- ii. FB mentioned the 1-year management plans was not published anywhere.

ACTION (CW): to share one-year management plan with members

- iii. Concern was expressed on the standing water and drainage on site. CW mentioned that this would all be considered in a 5-year plan.

e. Paddling pool

- i. CW updated the Consultative Group to say that a technical report has been produced for the pump house, which has come in at over £34k. We also need to take into consideration that the paddling pool requires a full-time, trained member of staff to supervise when open. We need to do a cost-benefit analysis and decide whether we can gain and apply for funding to get this project going, but that it is unlikely to be this year.
- ii. It was questioned why there was no funding available when the reason it was out of service was due to lack of budget spent in upkeep and maintenance for the past 5 years. BL commented that we do not control capital budget and that the Corporation and division has resource constraints.
- iii. WU asked whether a splash park could be considered, as without the need for a member of staff this will be less costly in the long term.
- iv. QPARA put forward they would like to help raise funds as the community feels the loss of the paddling pool. There was mention of a potential donation of £7k available.
- v. CW advised that we need to create a report on the full cost first.

ACTION (CW): to look at true cost of project and create report for this project when time permits.

- vi. RuS mentioned there might be pots of money available to apply for, including green technology grants and that she would be happy to guide and advise on this.

ACTION (HE): to share email addresses to enable communication and advice on this.

- vii. WU questioned the time frame for this. BL said the sandpit project is still ongoing and is the top priority, and that due to other pressures on staff resources, this is not possible to be before the next HHHWQP meeting cycle deadline.

f. Cafe retendering

- i. VB expressed thanks to the team for the umbrellas at the cafe, with which the Consultative Group members are very satisfied. Several more may be required.
- ii. The Consultative Group asked if the opening hours of the cafe could be extended, as it currently closes at 5pm all year round. CO'K has advised he

has reached out to Hoxton Beach to query why they close at 5pm, and that we can look into extending their hours.

ACTION (CW & CO'K): to look into the licence with Hoxton Beach and recommend extending their hours of operation.

g. Events

- i. There was a question on the budget source being used for the children's entertainment. CW clarified that CoL have topped up the existing donation with local funding.
- ii. It was expressed that there is a lack of clarity around the charity's account and its donations made to the charity for both spaces.

ACTION (BL): to look into if/how to differentiate between HW and QP donated funds in charity pot.

ACTION (BL): to contact City Bridge Foundation (Jack Joslin) to help look into community grant application.

- iii. BL mentioned that there is a new position advertised for Head of Development & Partnerships to try and maximise potential fundraising across NLOS.

(Cllr Crabb had to leave the meeting)

h. Woodland walk

- i. BL mentioned that whilst we have had consultation on this project, it would be a resource and budget intensive project, and reviewing a complicated project such as this would take significant officer time, which is not immediately available. FB added that this was supported locally with 85% of residents in support of the project. BL added that we will commit to looking at the proposed project, but that we need to thoroughly look at what it would take to implement, project cost, look at staff capacity.
- ii. RoS noted what he believed was a lack of commitment and interest in the proposed project, which officers were able to correct as a mistaken interpretation.
- iii. Following an enquiry about third-party managing the project, officers noted that expertise exists in house, but at the moment a full specification or cost is not known, though includes the loss of two holes from the Pitch-and-Putt course, which would need to be closed during the project and reconfigured.

4. Questions & AOB

a. Charities and funding

- i. BL mentioned that we are having a charities review at the Corporation, and that strategies are being put together for fundraising.

b. Representation at Queen's Park Consultative Group

- i. WU mentioned that Salusbury School and Ark Franklin Primary School should be approached to see if anyone wishes to join the Consultative Group.

- ii. WU mentioned to the Consultative Group that the QPCG is to address big issues. The committee then went on to discuss attendance at monthly liaison and QPARA meetings presently and historically. CO'K mentioned that staff ought to attend the liaison meeting every other month which is enough for continual communication with anything urgent communicated ad hoc, with QPARA meetings being attended on a quarterly basis if possible.
- iii. Representation of member organisations of the Consultative Group was discussed, including limiting attendees from each group to achieve equity in representation. WU noted that attendees would be reasonably limited, with additional attendees possible if the agenda warranted.

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Agenda Item 7

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	21 st May 2024
Subject: Appointment of Sub Committees, Consultative Committees and Groups and Representatives on Other Bodies	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Town Clerk	For Decision
Report author: Blair Stringman, Town Clerk's Department	

Summary

This report sets out the terms of reference and composition of the Hampstead Heath, Highgate Wood and Queen's Park Committee's consultative committees and groups, and the appointments it is invited to make to other bodies. Members are asked to consider those terms of reference and composition(s) and make a number of appointments.

Recommendation(s)

That Members:-

- a) Note the terms of reference and composition of the Hampstead Heath Consultative Committee;
- b) Appoint a Member to serve on the Hampstead Heath Consultative Committee, alongside the Chairman
- c) Agree the terms of reference and composition of the Highgate Wood and Queen's Park Consultative Groups;
- d) Appoint up to three Members of this Committee to serve on both the Highgate Wood and Queen's Park Consultative Groups;
- e) Appoint a local representative from this Committee to observe meetings of the Natural Environment Board;
- f) Appoint a Member of this Committee to serve on the Keats House Consultative Committee.

Main Report

Background

1. The first meeting of this Committee following its annual appointment by the Court of Common Council is an opportunity for Members to consider the appointment of any Sub Committees, Consultative Committees and Groups and Representatives on Other Bodies that it considers appropriate.

Hampstead Heath Consultative Committee

2. The composition and terms of reference of the Hampstead Heath Consultative Committee are set out in the London Government Reorganisation (Hampstead Heath) Order 1989.
3. Members are asked to note the terms of reference and composition of the Consultative Committee set out in Appendix 1.

Highgate Wood Consultative Group

4. The composition and terms of reference of the Highgate Wood Consultative Group are attached. Members are asked to agree the terms of reference and composition set out in Appendix 1 and to appoint up to three members of the Grand Committee to serve on the Consultative Group.

Queen's Park Consultative Group

5. The composition and terms of reference of the Queen's Park Consultative Group are attached. Members are asked to agree the terms of reference and composition set out in Appendix 1 and to appoint up to three members of the Grand Committee to serve on the Consultative Group.

Local Representative to the Natural Environment Board

6. Each year the Natural Environment Board (formerly the Open Spaces and City Gardens Committee) invites a local representative from this Committee to attend their meetings as an observer. The Natural Environment Board is responsible for the strategic management of the City of London Corporation's Open Spaces. Members are asked to nominate one Committee member from among their number to serve in this capacity. The Chairman and Deputy Chairman of the Committee have ex-officio positions on the Board.

Local Representative to the Keats House Consultative Committee

7. Each year the City's Culture, Heritage and Libraries Committee invites a Member of this Committee to serve on its Keats House Consultative Committee. The terms of reference of the Consultative Committee are set by the Culture, Heritage and Libraries Committee and are 'to make representations to the Culture, Heritage and Libraries Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect Keats House.' Members are asked to

nominate one Committee Member from among their number to serve in this capacity.

Blair Stringman

Town Clerk's Department

City of London Corporation

E: blair.stringman@cityoflondon.gov.uk

Appendix 1 – Hampstead Heath, Highgate Wood and Queen’s Park Consultative Committees and Groups: Terms of Reference and Composition

Hampstead Heath Consultative Committee

N.B. The Consultative Committee’s Terms of Reference and Composition are defined in the London Government Reorganisation Order 1989

Terms of Reference

- To make representations to the Grand Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect the Heath lands.
- The Chairman of the Grand Committee shall be the Chairman of the Consultative Committee.
- The Consultative Committee shall meet not less than twice in each year.
- The quorum of the Consultative Committee be seven, at least one of whom must be a member of the City of London Corporation.
- The City may apply to the proceedings and place of meeting of the Committee any standing orders to which the proceedings and place of meeting of other committees of the City are subject but, subject to any such application and the provisions of this Schedule [Schedule 3 of the London Government Reorganisation Order 1989], Part VI of Schedule 12 to the Local Government Act 1972 (except paragraph 45) shall apply to meetings and proceedings of the Committee as if the Committee were a committee of a local authority.
- The Chairman shall, unless he resigns or becomes disqualified, continue in office until his successor becomes entitled to act as Chairman.

Composition

- Chairman of the Grand Committee and not less than 19 other Members of whom one shall be appointed from among the Members of the Grand Committee.
- Remaining Members shall be appointed from among persons who are neither Council members nor employees of the City; and of these –
 - (a) Eight shall be appointed after consultation with the Hampstead Area Conservation Advisory Committee, the Hampstead Garden Suburb Residents’ Association, the Heath and Old Hampstead Society, the Highgate Conservation Area Advisory Committee, the Highgate Society, the Joint Amenity Groups of Hampstead, the South End Green Association, the Vale of Health Society, and such other bodies appearing to the City to represent local interests as it considers appropriate;

- (b) Three shall be appointed after consultation with the London Council for Sport and Recreation and such other bodies appearing to the City to represent sporting interests as it considers appropriate;
- (c) Five shall be appointed after consultation with the Flora and Fauna Preservation Society, the London Wildlife Trust, the Marylebone Birdwatching Society, the Open Spaces Society, the Ramblers' Association, and other such bodies appearing to the City to represent ecological interests as it considers appropriate;
- (d) One shall be appointed after consultation with such bodies appearing to the City to represent interests of disabled persons as it considers appropriate and;
- (e) One shall be appointed after consultation with the Friends of Kenwood and such other bodies appearing to the City to be concerned with the management of Kenwood lands as it considers appropriate.

Highgate Wood Consultative Group

Terms of Reference

- To make representations to the Grand Committee about any matter which, in the opinion of the Consultative Group, affects or is likely to affect Highgate Wood.
- The Chairman or their representative of the Grand Committee shall be the Chairman of the Consultative Group.

Composition

- Chairman and Deputy Chairman of the Grand Committee
- Three other Members of the Grand Committee
- Any other representative of such bodies appearing to the City to represent local interests including but not restricted to,
 - Muswell Hill and Fortis Green Association
 - Highgate Society
 - Tree Trust for Haringey
 - London Borough of Haringey
 - Highgate Conservation Area Advisory Committee
 - Muswell Hill Friends of the Earth
 - Friends of Queen's Wood
 - Highgate Society

Queen's Park Consultative Group

Terms of Reference

- To make representations to the Grand Committee about any matter which, in the opinion of the Consultative Group, affects or is likely to affect Queen's Park.

- The Chairman of the Grand Committee or their representative shall be the Chairman of the Consultative Group.

Composition

- Chairman and Deputy Chairman of the Grand Committee
- Three other Members of the Grand Committee
- Any other representative of such bodies appearing to the City to represent local interests including but not restricted to,
 - Ark Franklin Primary School
 - London Borough of Brent
 - Queen's Park Area Residents' Association
 - Friends of Salusbury School
 - Kensal Rise Residents' Association

Committee(s) Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Dated 21 May 2024
Subject: Assistant Director’s Report: Hampstead Heath	Public
Which outcomes in the City Corporation’s “Corporate Plan (2024-2029)” does this proposal aim to impact directly?	Diverse engage communities Leading sustainable environment Vibrant thriving destination Providing excellent services Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Executive Director, Environment	For Information
Report Author: Bill LoSasso Assistant Director (Superintendent) North London Open Spaces	

Summary

This report provides Members with an update on matters relating to Hampstead Heath since the last Hampstead Heath, Highgate Wood and Queen’s Park Committee meeting on 12 February 2024.

Given the unique structure of this Committee, and following discussion with the Chairman, North London Open Spaces officer reports will resume the past practice of being split between the two charities for which this committee is responsible - Hampstead Heath charity and Highgate Wood & Queen’s Park Kilburn charity – where possible.

Recommendation(s)

Members are asked to:

- Note the contents of the report.

Main Report

Parliament Hill, sports, and leisure

1. All the required works have been completed to maintain our TrackMark certification at the athletics track, and many clubs, schools, colleges and universities are now booking its use. An official opening was held on Wednesday 17 April 2024 with the Lord Mayor in attendance. Members of this committee, Members of Hampstead Heath Highgate Wood and Queen's Park Management Committee, the project team, project board, and stakeholders involved in the refurbishment of the track, along with relevant partners, attended. Highgate Harriers hosted a QuadKids event, with a ceremonial lap of the track completed. Speeches occurred and a plaque was unveiled to mark the occasion.
2. Meetings have been held with the Lawn Tennis Association (LTA) and the tennis coaches at Parliament Hill and Golders Hill Park to review licences to ensure the City Corporation is achieving appropriate income while ensuring that tennis provision remains accessible. Tennis bookings remain with ClubSpark, which are now increasing with better weather and longer days.
3. The cricket square has received its first season cut, and conditioning has started in preparation for the start of the cricket season on 23 April. Bookings are underway, with a number of regular clubs returning at Parliament Hill Fields. The markings on the non-turf cricket pitches at Heath Extension will be carried out in the coming weeks in preparation for the season. Meetings are being held with the City Surveyors who hold the budget for the refurbishment of the cricket nets on the Heath Extension. Their allocated budget is quite limited and is time-bound, but it can be used to either refurbish the existing cricket nets or to relocate them. Planning permission and additional funds would be needed to relocate the nets, so work is underway to liaise with the local cricket clubs and ECB to look at funding opportunities and to explore all the options so the cricket nets can be used in a timely manner.
4. The bowling green and croquet lawn received its first conditioning cut. The height is being reduced to a playing height of 5mm for the start of season, which is on the second Saturday in April. The 2024 season runs from 13 April to 29 September 2024. The bowling green was included in the 'New Parks for London Manual' as a good example of quality of management.

5. Football matches are being held and the rugby pitches are back in use with full fixtures with Hampstead Rugby Football Club on Heath Extension. Bookings are also increasing for the football pitches, rounders and grids with schools and the general public.
6. The Lido and ponds continue to be busy with winter swimming becoming more popular, especially with more awareness and publicity being generated about the health benefits, showing a year-on-year rise. Christmas Day celebrations and New Year's Day swimming across the ponds and Lido continued to be popular with swimmers and their families. In January, the Lido hosted the Parliament Hill Ice Swimming Hootenanny (PHISH) with participants travelling from across the country to compete in a number of innovative races. The Lido also hosted Crisis' Annual Ice Breaker Challenge to raise funds to combat homelessness.
7. A Wi-Fi connection is being installed at the Mixed Pond and new cables are being installed at the Men's Pond to strengthen the Wi-Fi connection, which will help with payment made by credit cards.
8. The procurement of a new leisure management system has now been completed and we are finalising the contract with the successful supplier. This exciting development will provide a more user friendly, affordable and flexible ticketing and booking system for our swimmers. The new system also promises improved data collecting and reporting functions, enabling data-driven decision making. We believe the system has great potential for services beyond swimming. We are on schedule to build and test the new system over the next 6 - 12 months in preparation for full implementation for the 2025 summer season.

Golders Hill Park

9. Late winter maintenance is being carried out in the gardens, with formative rose pruning and the cutting back of herbaceous, perennial spent flower heads. This year has also been a particularly good year for *Anemone nemorosa* (wood anemone) with large swaths flowering throughout the park. Grass-cutting has also started when the weather conditions allow. A *Pinus sylvestris* (Scots pine) grown from seed in 2009 has been planted in the Pinetum to replace a fir tree that failed during a December 2023 storm. Horticultural apprentices and the gardening team provided table decorations for the Natural Environment Board's dinner in January, which was held in the Livery Hall, Guildhall. The team created winter-inspired decorations using Hampstead Heath oak discs as a base and foliage and vegetation from the gardens.

10. Structural repair work has taken place on the Pergola, and five of the worst columns have been pinned at the base with two 450mm steel pins. The columns do still show significant 'wobble' and are therefore deemed to be 'slightly unstable' or 'unstable'. It has been recommended that the eastern part of the colonnade remains fenced off for safety reasons. Timberwork on top of the columns is being replaced as recommended by the structural engineer in the hope that this will stabilise the structure. Senior Building Surveyors are working with specialist contractors on the next phase of works, with the aspiration to stabilise the unsafe columns and enable the Pergola to fully reopen to the public. Surveyors will know if the timber installations were successful in achieving stabilisation once the work has been completed. A significant amount of funding is needed, however, for a complete restoration of the Pergola. A separate report on the Pergola has been submitted by the City Surveyor's Department
11. Heath Hands' volunteer sessions are continuing in both Golders Hill Park and the Hill Garden, with three sessions a week being hosted by the gardening team. This averages an additional 50 hours per week of value-added and much appreciated maintenance work carried out by volunteers.
12. The sandpit area is still closed due to refurbishment works taking place, as the sleepers to retain the sand are being replaced. Progress has been made and the work is going well, but it is not yet known when the sandpit will be reopened.

Golders Hill Park Zoo

13. The vacant Zookeeper position has been filled internally, so recruitment is underway to back-fill the Assistant Zookeeper position. As a result of the staff changes, the launch of the experiences has been put on hold until we have a full complement of staff to be able to deliver them. Trial sessions are still underway to gain valuable feedback before the experiences are available. We hope the experiences will go live and be bookable in the summer. Six new light fallow deer were welcomed from ZSL Whipsnade Zoo on 9 February 2024, to join the existing herd of red and fallow deer.
14. The Zoo's Facebook, Instagram and X accounts are all live, with posts that highlight the animals, staff and work carried out. Social media has been invaluable, not only to increase the number of followers, but also to promote the Zoo and, as aforementioned, to showcase the hard work of the keepers. The new Zoo branding has been a real asset and the redesign of all the interpretation boards for the species held is currently being finalised.

Ponds Access Project

15. All the works and snagging list have now been completed at the Ladies and Mixed Pond. The hoists are now installed, and the grating has been added. Additional funding was gained to install a new fence and to purchase a security shed to house the new hoist at the Mixed Pond. The path leading to the Mixed Pond has been renovated. All the temporary mats have been removed and the ground has been levelled to enable better access to the Mixed Pond, which will be opened on Saturday 4 May. Planting and additional works, such as seeding, laying additional slabs and railings, has been carried out by the in-house teams and Heath Hands to ensure it is safe, accessible and welcoming for when the Pond opens for the summer season. There have also been additional maintenance works carried out at Kenwood Ladies' Pond in preparation for the summer season. The works associated with this Project were all completed at the end of April 2024. A new gate has also been installed at the Men's Pond to ensure access is not permitted out of hours, helping to prevent any anti-social behaviour and ensure the ponds are kept safe and secure when there are no lifeguards on site. The only remaining works is the manufacturing and finishing of the new sliding door, which will be installed at the Men's Pond. The contractors, Ash, will be installing the sliding doors by mid-May and all outstanding works will be completed by the end of May. Training was given to the Lifeguards at the end of March on how to use the new hoists. A 'Project on a Page' is attached as Appendix 1.

Conservation

16. There has been a general focus on works at the ponds since January. The Conservation Team has been carrying out reinstatement work on the Heath Extension following the recent de-silting of Number Seven Pond on the Seven Sisters chain. At the Mixed Pond, the team has been planting wildflowers as part of the ecological improvement work. As part of the regular management of the reservoir-category ponds on both the Highgate and Hampstead chains, the team carried out mowing and scrub management at several sites for cyclical surveying of the dams, and additional vegetation management in preparation for the six-monthly reservoir inspections this month. Pond levels across the Heath are unusually high currently, but this will be advantageous if we have a dry spring and hot weather later this summer.

Ecology

17. Further work has been undertaken by the Ecologist and Head of Conservation to select a contractor to install new aeration equipment at the Ladies' Pond, Men's Pond, and Hampstead Number 2 Pond. We are planning to have new diffuser systems installed by June 2024. The Ecologist has been leading on

this year's amphibian survey, covering all 30 ponds across the Heath, assisted by the Conservation Team and Heath Hands volunteers. Cameras have been installed in the lead up to another hedgehog survey. A new survey was carried out to identify the larval eggs of the brown hairstreak butterfly, which have been found for the first time on the Heath. In addition, the Ecologist has been identifying potential sites for new leaky dams on the Fleet Stream as part of the Climate Action Strategy objectives to improve resilience and reduce flood risk.

Arboriculture

18. The Tree Team visited Burnham Beeches in February 2024, carrying out specialist conservation work on some of the most fragile old beech pollards, which is an excellent opportunity to exchange knowledge and skills with colleagues and provide training for our new apprentice. The team has also been working around the Ladies' Pond enclosure while it is closed for building repairs. Plans are underway to further develop the nature-based programme of oak processionary moth management for this coming year, working with Forest Research.

Fees and charges (FY'2024-25)

19. Officers shared the proposed fees and charges for financial year 2024-25 (1 April 2024 – 31 March 2025) with the Hampstead Heath Sports & Wellbeing Forum at its meeting of 28 February 2024, and with the Consultative Committee in mid-March via email, as unfortunately the next planned meeting of the Consultative Committee did not occur until after the new financial year was due to begin. As noted in the email consultation, the majority of fees and charges were increased in line with RPI inflation (5%), except for limited exceptions which were noted.

West Heath

20. There has been a marked increase in sexual activity detritus in West Heath in the past year, increasing more in recent months. This has also been accompanied by an increase in drug paraphernalia being found, specifically hypodermic needles, which staff have been documenting where possible. Officers are developing a plan to appropriately address activity in the area, informed by past approaches that have been successful.

Events

21. The Affordable Art Fair will proceed in May 2024, with the build having begun on 23 April.
22. The Showmen's Guild of Great Britain Fairs arrived on 26 March for the traditional Easter Holidays, finishing on Sunday 7 April.
23. The 'Night of the 10K Personal Bests' will be held on Saturday 18 May 2024, which is a qualifying event for athletes ahead of the Olympics held in Paris this summer. With up to 28 nations being represented, it's a very important part of the 2024 athletics season, with national and international stars competing. We are delighted the track has been fully refurbished and we're able to host this important and free event.
24. Hampstead Heath hosted the London International Cross Country on 20 January 2024, with top UK athletes in the field. It was the first large event of the 2024 athletics calendar and was a qualifying event for the World Cross Country Championships on 30 March in Belgrade. It was live streamed on the internet and the event was well attended despite the poor weather.

Constabulary

25. Research and preparation continue on creating a new induction and training programme for the Constabulary. The Superintendent and Acting Sergeant are consulting with colleagues on content and curricula, and are researching potential training providers. A training and induction handbook will also be created as an output of this process that will be used as an induction tool and continuous training resource.
26. As the Constabulary is still understaffed, Parkguard will continue to provide additional support until the unit is back to full staffing, at which time we will consider engaging with Parkguard in times of heavy use on an as-needed basis.

Heath Hands agreement

27. Significant progress has been made on the updated agreement with Heath Hands. The Superintendent and a working group of Heath Hands trustees continue to meet to finalise the necessary documents. Once completed, the agreement will last for five years and build upon the existing strong relationship between the City Corporation and Heath Hands and facilitate continued participation of thousands of community members in caring for Hampstead Heath.

Hampstead Heath Management Strategy

28. As previously reported, a small working group will be formed to participate in the planned five-year review of the Hampstead Heath Management Strategy. Six members of the Hampstead Heath Consultative Committee have expressed interest and will participate. Once participation from the Hampstead Heath, Highgate Wood, and Queen's Park Committee is confirmed and a consultant has been retained, an initial meeting will be scheduled.

FY2024-25 Management activities

29. A separate report entitled "Management Priorities for FY'2024-25 (Business Plan)" has been submitted with the papers for this Committee.

Financial implications

30. No implications.

Resource implications

31. No implications.

Climate implications

32. Included within the annual plan for 2024-35 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions.

Legal implications

33. No implications.

Risk implications

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

Equality implications

35. No impact.

Security implications

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


Appendices

Appendix 1: Ponds Access Project 'Project on a Page'




Report author

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

Date of Report: 26 March 2024 **Phase: Construction**

Highlights	Next Steps	Metrics	Status
Page 45 <ul style="list-style-type: none"> Works started on site on 11th April, with a Practical Completion (PC) date of 21st August. Due to additional drainage works, structural design issues and fabrication issues relating to the jetty structure and mesh platform. Progress to date: <ul style="list-style-type: none"> Ladies Pond – Completed including snagging Mixed – Completed at 28th March subject to snagging Men’s – Most works completed at 28th March apart from sliding door installation The Contractor left site on the 20 December and returned on 19 February to complete most works at 28th March. They intend to complete the installation sliding to achieve PC at late April 2024 (subject to delivery of materials) 	<p>Project Completion – April 2024</p> <p>Gateway 6 – August 2024</p>	Budget	
	Schedule		
	Risk		

Risks and Issues	Reasons for RAG Status
<p>Key Risks and issues</p> <ol style="list-style-type: none"> Work sequence & access restrictions Challenges with design, structural requirements and additional drainage works Project Programme overruns 	<ol style="list-style-type: none"> RAG status has been re-baselined following delays to programme and potential additional prelim costs Schedule is Red due to the overrun.

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Committee(s) Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Dated 21 May 2024
Subject: Assistant Director’s Report: Highgate Wood and Queen’s Park	Public
Which outcomes in the City Corporation’s “Corporate Plan (2024-2029)” does this proposal aim to impact directly?	Diverse engage communities Leading sustainable environment Vibrant thriving destination Providing excellent services Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Executive Director, Environment	For Information
Report Author: Bill LoSasso Assistant Director (Superintendent) North London Open Spaces	

Summary

This report provides Members with an update on matters relating to Highgate Wood and Queen’s Park since the last Hampstead Heath, Highgate Wood, and Queen’s Park Committee meeting on 12 February 2024.

Given the unique structure of this Committee, and following discussion with the Chairman, North London Open Spaces officer reports will resume the past practice of being split between the two charities for which this committee is responsible - Hampstead Heath charity and Highgate Wood & Queen’s Park Kilburn charity – where possible. This report for Highgate Wood & Queen’s Park charity is split into two sections: Part 1: Highgate Wood, and Part 2: Queen’s Park.

Recommendation(s)

Members are asked to:

- Note the contents of the report.

Main Report

PART 1: HIGHGATE WOOD

Volunteers and conservation work

1. Since the Highgate Wood Consultative Group meeting on 13 November and up until 20 March, the Highgate Wood Team have held thirteen Heath Hands sessions, led by the Highgate Wood Senior Ranger. The volunteer sessions have focused on reinforcing dead hedging around two of the conservation areas and the bluebell areas, using material from holly clearance around path-side trees needing regular safety monitoring. Within the conservation areas, living hedges were also maintained by cutting and laying live shrub species. Self-seeding saplings of oak, hornbeam, and birch were dug out of the meadow and planted into the recent 2022/23 conservation area, which is benefiting from just being enclosed. There are noticeably more fungi and more herb layer species establishing, giving ground-foraging birds like chaffinch and redwing valuable refuge habitat.
2. Other conservation work has included recording wildlife sightings, highlights being a woodcock seen briefly in a conservation area, a pair of buzzards seen regularly, and a hedgehog seen foraging in a keeper's garden. Heath Hands recently supplied us with four hedgehog boxes which have gone out into the gardens of the keepers' lodges in the Wood. The Senior Ranger helped organise and carry out the annual bat hibernation surveys of the disused railway tunnels adjacent to the wood, with our highest count of 39 bats in January. The annual bird survey of the wood was completed on 14 February. We are very grateful to Michael Hammerson for arranging several moth surveys since last November.

Highgate Wood events

3. We hosted the 'Winter Guided Walk' event in late November, which was well attended. We had already had our tree and fungi and Autumn guided walks in early November, and they were both well attended by a diverse group of people. The Senior Ranger set up the guided walk diary for spring and liaised with the Communications Officer to connect with social media. The first two walks are 'Bird Song Walks' that the Senior Ranger led at the end of March. The Highgate Wood team has been providing photos and information for our social media feeds.
4. All the licensed events and activities are proceeding well, but the very wet weather has been a challenge. The forest schools, 'Into the Woods' Nursery,

and Wild Learning groups rotate certain areas to minimise impact where possible on the surrounding ground and area.

Tree management

5. The Highgate Wood team have trimmed and felled dead and decaying trees in high-use areas, including birch, hornbeam and oak. They have also carried out some dead wooding using the Mobile Elevating Platform (MEWP). The tree team have helped with other works: bringing an uprooted oak to ground and removing a large dead hanger, as well as a few other more recent jobs, including helping to cut back the overgrowth around the Lodge garden.
6. There have been two full-day and three half-day closures since the introduction in November 2023 of the lower 37mph closure for Highgate Wood during high-wind events, which was instituted after careful analysis and in furthering of ensuring public health and safety in this woodland.

Team and recruitment to vacant posts

7. The remaining one Ranger and two Operative Ranger positions are being posted imminently. Upon successful appointments, the Highgate Wood team will be staffed at capacity.

Sports field and play area

8. The football season is soon ending. It has been quite a challenge to keep the pitch playable this season; we have had seven weekends to date cancelled due to a waterlogged field. This has been the case across the borough on all grass sports fields. The cricket season started on the weekend of 27 April, and hopefully the weather will improve for us to prepare the cricket square and the teams will have a good, even bounce. The same four teams are scheduled to play again, which helps with consistency, with the bonus of Metro Blind Cricket Club returning, which draws in a lot of support from the locals and anyone passing through.
9. The large sandpit has been reconstructed by a contractor as the surrounding timbers were falling apart. The team have replaced all the old sand with new. We are waiting for some quotes for major works for our uneven rubberized safety surfaces around certain small pieces of equipment and the large middle area.

Solar panels

10. The solar panels included back in 2013 on the roof of the tractor shed have been inspected and rewired. A number of the cables had to be replaced due to probable squirrel damage. The panels were also cleaned, which will help with the estimated 6,000 kw/hr average output.

'Firing London's Imagination' project update

11. We have continued to work with Friends of Highgate Roman Kiln (FoHRK) to progress their National Lottery-funded 'Firing London's Imagination' project, with the aim of conserving, displaying and interpreting the Roman kiln, which was discovered in 1968. Since the last meeting, the kiln has been removed from Bruce Castle Museum by a specialist conservator and is being assessed for current condition and future restoration priorities. Plans for the refurbishment of the Information Hut, where the kiln will be re-displayed, have progressed through structural surveys and architects' initial proposals for consultation, which will be displayed at the meeting along with an outline project plan as requested.
12. Between September 2023 and March 2024, 714 school aged students have been engaged with the project through taught sessions delivered in Highgate Wood and their school setting. Teacher feedback has been very positive in terms of knowledge and skills gained, as well as positive outcomes related to social skills, outdoor learning and awareness of local heritage. A Science, Technology, Engineering and Mathematics with Art (STEAM) programme of work for has been developed for Key Stage 4/5 and is in the process of being piloted with at least one school.
13. We are also supporting FoHRK, heritage professionals and local potters to build a working replica kiln within Highgate Wood, which will be fired at the Community Day planned for early September.

Cafe tendering

14. Officers have initiated conversations with colleagues in the City Surveyor's Department regarding tendering for the cafes across North London Open Spaces, including Highgate Wood. An initial conversation has only occurred so far, and we are now creating an indicative timeline and process for the effort. A separate paper will be submitted at the next meeting of this committee.

Fees and charges: FY'2024-25 (1 April 2024 – 31 March 2025)

20. As noted within the Committee Agenda Pack, fees and charges were updated under the urgency procedure given that the next committee schedule did not occur until after the 2024-25 financial year had begun. The majority of fees and charges were increased in line with RPI inflation (5%), except for limited exceptions, which were noted. Officers consulted with the Highgate Wood Consultative Committee in mid-March via email, as unfortunately the next planned meeting of the Consultative Group did not occur until after the new financial year was due to begin. Only one minor comment was received.

New Highgate Wood Management Plan (2024 – 2029)

15. Officers will be preparing a new 5-year management plan for Highgate Wood this financial year (1 April – 31 March), as the current plan is due to expire. In addition, new management plans are being written for Queen's Park and West Ham Park, and the Hampstead Heath Management Strategy will undergo its planned mid-point review. A brief is being prepared for consultants to submit proposals to complete all documents, with work expected to begin in May or June. Officers will report back to this committee at its next meeting.

FY2024-25 Management activities

16. A separate report entitled "Management Priorities for Highgate Wood for FY'2024-25 (Business Plan)" has been submitted with the papers for this Committee.

PART 2: QUEEN'S PARK

Staff Recruitment

1. Recruitment for the remaining Ranger position at Queen's Park will begin imminently, and upon appointment will take the Queen's Park team to capacity.

Projects

2. Completion of the Sandpit Project has unfortunately been delayed due to a number of unforeseen and unavoidable issues that arose during the project. Regular site progress meetings have been held with the City Corporation, the Landscape Designers, Blakedown Landscapes, and representatives from QPARA to discuss and address issues, and to ensure any changes identified on site were then reflected in the designs and drawings. The only outstanding work is the assessment of the play equipment and sandpit area by the Principal Designer to ensure compliance with CDM requirements, the wet pour rubber and any landscaping works after the contractors have demobilised. We will then arrange for a ROSPA inspection to be carried out and, if the sandpit area is satisfactory, it can hopefully be opened on the same day. We hope the works and the Sandpit Project will be completed by mid-May.
3. There are plans to refurbish the toilets at Queen's Park, following a delay as funding was required at the start of the project to carry out investigations and repairs to the collapsed drainage system. All the external works have been completed. The City Surveyors have requested funding to carry out internal works, which will include full internal decorations such as new cubicles, new walls and new flooring. Once the funding is secured, timescales for completion will be better known.

Paddling Pool

4. A meeting was held with our Senior Swimming Manager to look at the design of the paddling pool and the water treatment/pump house facility following closure in 2023. It was decided to appoint Quality Leisure Management Limited, who had the technical expertise to undertake an independent review of the operation of the paddling pool. The review assessed pool and water treatment, design, operations under relevant health and safety in swimming pools guidance, supervision and trained staff, access, and security. The report highlighted the areas of concern. Pool readings and independent bacteriological tests highlighted that the readings were outside of acceptable parameters. Given the paddling pool is only open for a few months of the year, these readings indicate that current controls are inadequate. Meetings are now being held with City Surveyor's Department to identify all of the works that were recommended in the report, the costs, and to discuss and decide the next steps. The paddling pool cannot safely reopen this summer before all the work has been addressed, unfortunately, and it will also need to be supervised by suitably trained staff.

Green Flag Award, Green Heritage Accreditation and London in Bloom Award

5. Queen's Park has entered into the Green Flag Award, Green Heritage Award and London in Bloom accreditation awards this year. A 1-year management plan was written and submitted with the Green Flag Award application to ensure the entry could be received, as the previous management plan for the park had expired. An updated management plan is being written as noted herein. Green Flag judging will take place on 22 May. The London in Bloom dates will be announced soon.

General Park Updates

6. Trees works around the perimeter of the park were undertaken by an external contractor. This included works carried out on a Norway maple, several London planes and a horse chestnut.
7. Timberplay were at Queen's Park on Monday 22 April, installing the new toddler's swing following ground preparation work carried out by the grounds team. Timberplay also carried out essential remedial work to the adventure playground. The children's adventure playground has had several uplifts, which were completed during the winter period. The pagoda has been renovated and repainted, and the seats and flooring have now been painted in fire-retardant paint following recent arson damage. New picnic benches have also been placed in the playground.
8. Turfing work has been carried out to the raised bund area next to the paddling pool, which was tired and worn.
9. The sculpture named 'Noah' previously located next to the field of hope is by Michel Manzoni, a French wood carver, has unfortunately failed due to rot.
10. The sensory garden adjacent to the café has recently been renovated. The old bed and hederia wall climber have been removed, and the planters previously outside the café have been reused and replanted with sensory plants, such as thyme, lavender, and rosemary. New trellis panels have been installed and jasmine wall climbers have been planted. Repairs were also made to the paving. Further works are planned to relieve the compaction around the magnolia tree. A small fence will be installed around the bed along with further planting.
11. Whips donated by Butterfly Conversation have been planted on one of the south bunds, which will support butterfly and moth species as well as provide valuable food sources for birds. This area has been fenced off temporarily until the whips have successfully rooted and established.

12. A new goat shed was purchased in February. The farm is also being tidied up and new turf is being laid to make it more inviting and appealing to visitors.
13. The Head of Operations and Parks has met with the Lawn Tennis Association twice in furtherance of developing and maximising tennis participation across North London Open Spaces, and to ensure income is generated through coaching agreements and court bookings. We also seek to ensure the facilities are accessible for the communities within which they are situated.
14. Work is underway to formalise the tennis coaching agreements so that there is consistency across all of the North London Open Spaces, including Queen's Park. Meetings have been held with the tennis coaches, in furtherance of creating new licences for the tennis coaches until April 2025.

Cafe tendering

15. Officers have initiated conversations with colleagues in the City Surveyor's Department regarding tendering for the cafes across North London Open Spaces, including Queen's Park. An initial conversation has only occurred so far, and we are now creating an indicative timeline for the process.

Park Events 2024

16. Events taking place in the park this year include Kilburn State of Mind Festival on 1 June, Shakespeare in the Squares (All's Well That Ends Well) on 15 June, Queen's Park Book Festival on 31 August and 1 September, and Queen's Park Day on 15 September.
17. There is an Open Gardens event on 16 June. The Senior Ranger has been in contact with the allotment coordinators, and they will ensure the allotment is tidied up by 16 June to be part of this wider London event.
18. Richard Pinnars Entertainment has confirmed that they can do eight children's entertainment shows again this year, and details are now being finalised.

Fees and charges (FY'2024-25)

21. As noted within the Committee Agenda Pack, fees and charges were updated under the urgency procedure given that the next committee schedule did not occur until after the 2024-25 financial year had begun. The majority of fees and charges were increased in line with RPI inflation (5%), except for limited exceptions, which were noted. Officers consulted with the Queen's Park Consultative Group in mid-March via email, as unfortunately the next planned meeting of the Consultative Group did not occur until after the new financial year was due to begin. No comments were received.

New Queen’s Park Management Plan (2024 – 2029)

19. Officers will be preparing a new management plan for Queen’s Park this financial year (1 April – 31 March), as the current plan is due to expire. In addition, new management plans are being written for Highgate Wood and West Ham Park, and the Hampstead Heath Management Strategy will undergo its planned mid-point review. A brief is being prepared for consultants to submit proposals to complete all documents, with work expected to begin in May or June. Officers will report back to this committee at its next meeting.

FY2024-25 Management activities

20. A separate report entitled “Management Priorities for Queen’s Park for FY’2024-25 (Business Plan)” has been submitted with the papers for this Committee.

Financial implications

No implications.

Resource implications

1. No implications.

Climate implications

2. Included within the annual plan for 2024-35 are a series of projects which contribute towards achieving the City of London’s Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions.

Legal implications

3. No implications.

Risk implications

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

Equality implications

5. No impact.

Security implications

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

Appendices

Report author

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Agenda Item 9

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	21 May 2024
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none">• Diverse engaged communities• Vibrant thriving destination• Providing excellent services• Flourishing public spaces• Leading sustainable environment
Does this proposal require extra revenue and/or capital spending?	No
Report of: Bob Roberts, Interim Executive Director Environment	For decision
Report author: Joanne Hill, Environment Department	

Summary

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

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

Each of the charities holds a risk register which is summarised in the main body of this report and provided in full at Appendices 1 and 2.

Recommendation

Hampstead Heath, and Highgate Wood and Queen's Park risk management:
Members are asked to confirm, on behalf of the City Corporation as trustee, that the

registers appended to this report satisfactorily set out the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

Main Report

Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Your Committee receives a quarterly update on the risks faced by the two charities for which it is responsible. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the reporting requirements of the Charity Commission.
4. The Interim Executive Director Environment assures your Committee that all risks held by the Hampstead Heath charity and the Highgate Wood and Queen's Park charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks are regularly reviewed by the Assistant Director and his management team, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood - impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The risk register for Hampstead Heath and the risk register for Highgate Wood and Queen's Park are summarised in the main body of this report and the detailed registers are provided Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.

Current Position

Hampstead Heath Risks

7. The Hampstead Heath Risk Register, summarised below and at Appendix 1, contains thirteen risks (two RED, ten AMBER, one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.

8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.

- **ENV-NE-HH 007: Decline in condition of assets** (*RED, 16*)
- **ENV-NE-HH 014: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
- **ENV-NE-HH 001: Budget pressures** (*AMBER, 12*)
- **ENV-NE-HH 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
- **ENV-NE-HH 002: Negative impacts of visitor pressure** (*AMBER, 8*)
- **ENV-NE-HH 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
- **ENV-NE-HH 006: Risks to health and safety** (*AMBER, 8*)
- **ENV-NE-HH 009: Water facilities** (*AMBER, 8*)
- **ENV-NE-HH 010: Deterioration of water bodies** (*AMBER, 8*)
- **ENV-NE-HH 011: Recruitment of suitable staff** (*AMBER, 8*)
- **ENV-NE-HH 013: Tree failure** (*AMBER, 8*)
- **ENV-NE-HH 005: Negative impacts of pests and diseases** (*AMBER, 6*)
- **ENV-NE-HH 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Highgate Wood and Queen's Park Risks

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

10. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed. One new risk has been added to the register, as shown below.

- **ENV-NE-HWQP 007: Decline in condition of assets** (*RED, 16*)
- **ENV-NE-HWQP 012: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
This new risk has been added to the Highgate Wood and Queen's Park register to reflect the existing and ongoing issue of anti-social behaviour by members of the public which presents a risk to staff, visitors and the site (an identical risk was added to the Hampstead Heath register in January). A departmental approach is being developed to tackle the abuse of staff and ensure rapid reporting. Locally, officers encourage responsible behaviour and collaborate with the police and other enforcement agencies to minimise incidents and their effects.
- **ENV-NE-HWQP 001: Budget pressures** (*AMBER, 12*)
- **ENV-NE-HWQP 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
- **ENV-NE-HWQP 002: Negative impacts of visitor pressure** (*AMBER, 8*)

- **ENV-NE-HWQP 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
- **ENV-NE-HWQP 006: Risks to health and safety** (*AMBER, 8*)
- **ENV-NE-HWQP 009: Recruitment of suitable staff** (*AMBER, 8*)
- **ENV-NE-HWQP 011: Tree failure** (*AMBER, 8*)
- **ENV-NE-HWQP 005: Negative impacts of pests and diseases** (*AMBER, 6*)
- **ENV-NE-HWQP 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Risk Management Process

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

Identification of New Risks

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

Corporate and Strategic Implications

15. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
16. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the implementation of the Natural Environment Division's strategies.

17. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

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

Appendices

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

Contact

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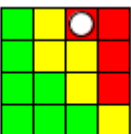
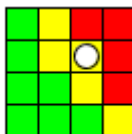
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Hampstead Heath Risk Register (excluding completed actions)

Generated on: 29 April 2024



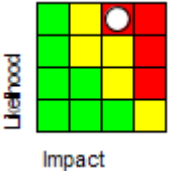
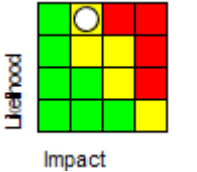

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Current Risk score change indicator
P 00003 V-NE-HH Decline in condition of assets	<p>Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources. Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.</p>	<div style="display: flex; align-items: center;">  16 </div> <p>Lielihood Impact</p>	Surveys of condition of high priority assets has been undertaken. This will inform further agreements and working with City Surveyor's Department to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential. The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over management and investment in their assets. City Surveyor's Department has recently been awarded £130m to address the growing bow-wave of previously unfunded maintenance, a	<div style="display: flex; align-items: center;">  12 </div> <p>Lielihood Impact</p>	31-Dec-2025	-

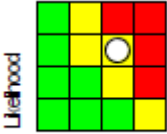
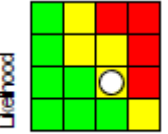
10-Aug-2015 Bill LoSasso			significant proportion of which is calculated against Natural Environment assets. We are working closely with City Surveyor's to formally assess, allocate and prioritise the funding within the department to areas of most need. 29 Apr 2024				Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a Page 24	Review condition of assets in conjunction with City Surveyor's Department.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. City Surveyor's Department owns, and makes decisions on, the budget for works. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Dec-2024
ENV-NE-HH 007b	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders, but there have been delays in liaison between the client and City Surveyor's Department (CSD). Officers are continuing to work with CSD to resolve service delivery issues. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Jul-2024
ENV-NE-HH 007d	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are undertaken in conjunction with the City Surveyor's Department and are contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in the City Surveyor's Department to progress this. A light-touch condition survey of staff accommodation has been carried out but identification and allocation of resources to carry out necessary works has yet to be confirmed. In the meantime, all defects notified by tenants continue to be reported to City Surveyor's Department for action. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2024	31-Dec-2024
ENV-NE-HH	Asset management review.	A full review of Natural Environment assets is underway. The outcome will include a	Bill	05-Apr-	31-Dec-

007e		comprehensive asset register for Hampstead Heath which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.	LoSasso; Jonathan Meares; Charlotte Williams	2024	2024
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 014 Impacts of anti-social behaviour on staff and site 16-Jan-2024 Bill LoSasso	Cause: Anti-social behaviour of members of the public. Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions; cycling on non-permitted cycle routes. Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.		16	A departmental approach is being developed to tackle abuse of staff, including rapid reporting. Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. 19 Apr 2024		8	31-Dec-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 014a	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy. Methods are being developed to ensure incidents are reported and actions taken as necessary.	Bill LoSasso	19-Apr-2024	30-Jun-2024
ENV-NE-HH 014b	Provide training for staff on conflict management.	First-time or refresher training for staff on conflict management is being organised as part of a departmental arrangement.	Bill LoSasso	20-Apr-2024	31-Dec-2024
ENV-NE-HH 014c	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.	Bill LoSasso	19-Apr-2024	31-Dec-2024
ENV-NE-HH 014d	Educate visitors to use the Heath responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.	Bill LoSasso	19-Apr-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 001 Budget pressures 24 Feb-2022 Bill LoSasso	<p>Cause: Reduced budgets, insufficient income generation, expanding demand on services, and aging assets requiring investment.</p> <p>Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets.</p> <p>Effect: Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.</p>	 <p>Lifehood</p> <p>Impact</p>	12	<p>The new operational structure devotes staff resource to develop income generation - recruitment to this post (Head of Development and Partnerships) is underway.</p> <p>The date by which we aim to reduce this risk to the target score has been moved to the end of the financial year. This reflects the time needed for the new post holder to be recruited and for the effect of their work to begin to be realised.</p> <p>29 Apr 2024</p>	 <p>Lifehood</p> <p>Impact</p>	8	31-Mar-2025	Constant
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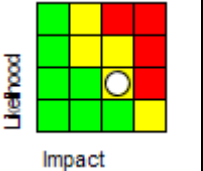
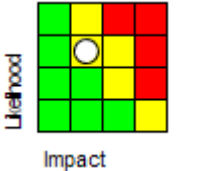

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a	Monitor budgets monthly and consider income generation opportunities.	<p>Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department.</p> <p>Once in post, the Head of Development and Partnerships will focus on developing income generation opportunities.</p>	Bill LoSasso; Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Aug-2024
ENV-NE-HH 001c	Appoint Head of Development and Partnerships	The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces. Recruitment to this currently vacant post is underway. Once on board, the post holder will focus on income generation.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2024	31-Aug-2024

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<p>ENV-NE-HH 004 Adverse impacts of extreme weather and climate change</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 68</p> <p>24-Feb-2022 Jonathan Meares; Charlotte Williams</p>	<p>Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought. Event: More frequent and severe storm damage, flooding, and fires. Effect: Injury or death to staff, visitors, contractors and volunteers. Damage to flora and fauna. Damage to property (City of London owned property and that of neighbours and service users). Disruptions to service delivery. Temporary site/area closures. Increased demand for staff resources to respond to incidents and maintain site safety. Increased costs for reactive management and insurance claims.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>12</p>	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>There is an increased chance of flash flooding at Golders Hill Park and South End Green due to run-off from the ponds.</p> <p>Extreme weather events continue to be managed.</p> <p>MET office Storm Centre warnings are monitored.</p> <p>MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project.</p> <p>The MET Office Fire Severity Index is monitored.</p> <p>05 Apr 2024</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>31-Dec-2024</p>	
							<p>Reduce</p>	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a	Monitor MET Office weather warnings.	MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor. A 'Trigger Event' Policy is in place and is embedded into 'Business as Usual' ways of working of all relevant officers. This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	05-Apr-2024	30-Jun-2024
ENV-NE-HH 004b	Review site plans annually or, if appropriate, following an incident. Reviews usually conducted in September and agreed later in the year.	An Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Dec-2024
ENV-NE-HH 004c	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol was reviewed and updated as necessary at the end of 2023. It will be reviewed again at the end of 2024. This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Dec-2024

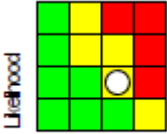
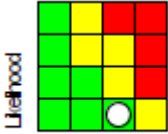

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ENV-NE-HH 002 Negative impacts of visitor pressure Feb-2022 Bill LoSasso	<p>Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>	<p>Life/hood Impact</p>	8	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.</p> <p>Achievement of target score is contingent upon funding and support for restoration works.</p> <p>19 Apr 2024</p>	<p>Life/hood Impact</p>	6	31-Mar-2025	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out educational and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. <p>'Due date' is set for 2025 as we expect this to be a long-term mitigation exercise</p>	Bill LoSasso; Jonathan Meares	19-Apr-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland Page 72 19 Aug-2015 Bill LoSasso; Jonathan Meares; Charlotte Williams	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson. Event: Large-scale fire / increased frequency of fires. Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.		8	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. The current risk score is Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers. A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious). 19 Apr 2024		6	31-Mar-2025	 Constant
							Reduce	

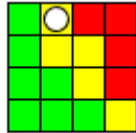
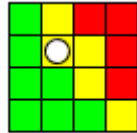

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2024. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Meares; Charlotte Williams	19-Apr-2024	31-Jul-2024
ENV-NE-HH 003b	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social	Bill LoSasso; Jonathan Meares;	19-Apr-2024	31-Mar-2025

		media messaging has also been used to deliver this message.	Charlotte Williams		
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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 006 Risk to health and safety Page 74 10-Aug-2015 Jonathan Meares; Charlotte Williams	Cause: The operation of a large public green space, such as Hampstead Heath, carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors. Event: Incident or accident with health and safety implications. Effect: Injury or death of a member of the public, volunteer, staff or contractor. Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation. Reputational damage.	 L1: Lifehood Impact	8	Health and safety management was negatively impacted during the Covid pandemic and then by the organisational restructure and lack of staff resource. It is now being reinstated, but it has taken some time to get this back on track. The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety management, including audits, inspections, communications and staffing. Work is ongoing to clearly define roles and responsibilities pertaining to health and safety management across the North London Open Spaces. 20 Apr 2024	 L1: Lifehood Impact	4	31-Dec-2024	 Constant
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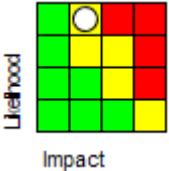
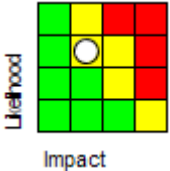

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a	Continue to undertake regular health and safety audits.	This is an ongoing action which is reviewed regularly.	Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Dec-2024
ENV-NE-HH 006b	Relevant officers to participate in Departmental Health and Safety Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and	Departmental, Divisional and Sub-Divisional Health and Safety meetings are held regularly. Relevant officers attend and participate in these meetings.	Jonathan Meares; Charlotte	05-Apr-2024	31-Dec-2024

	Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	This is an ongoing action: the 'Due Date' is the date of the next review.	Williams		
ENV-NE-HH 006d	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Departmental Health and Safety Improvement Group.	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Dec-2024
ENV-NE-HH 006e	Annual RoSPA inspections of all playgrounds.	Annual RoSPA inspections of all playgrounds are carried out. Training has been provided to all staff who carry out weekly and monthly inspections of playgrounds. A Playground Working Group has been established to discuss ongoing maintenance of playgrounds. A best practice guide for the design, creation, installation and maintenance of playgrounds is being developed.	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Jul-2024

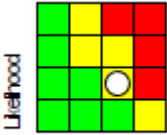
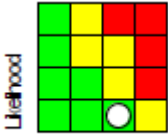

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<p>ENV-NE-HH 009 Water facilities</p>	<p>Cause: Improper use of water facilities: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks. Event: Unable to effect safe rescue of swimmer/person in pond. Effect: Death or serious injury of member of public, contractor or staff in ponds. Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities and continued incidents of unauthorised access.</p> <p>Supervised water facilities During official opening hours, these facilities are fully staffed with trained lifeguards and swimming stewards. However, members of the public do access these outside of opening hours which increases the risk of drowning, injury and antisocial behaviour. Measures are in place to ensure the health and safety of staff and visitors, but there is additional pressure during peak seasons when attendance increases.</p> <p>This risk is partly mitigated by the continuation of the booking system which controls the number of people who are admitted during the busiest periods. Staffing levels are increased during busier periods.</p> <p>An independent auditor undertakes an annual assessment of health and safety compliance for the lido and ponds. All operational activity is compliant with health and safety requirements.</p> <p>Unsupervised water facilities These are not designated swimming facilities and suitable signage is erected and maintained. However,</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>31-Mar-2025</p>	

10-Aug-2015 Charlotte Williams				members of the public still enter the water, thereby increasing the risk of drowning and injury. Staff are alert to the issue and carry out regular patrols, subject to staff capacity. 19 Apr 2024				Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a	Training for lifeguards, swimming stewards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Paul Jeal; Charlotte Williams	19-Apr-2024	31-Mar-2025
ENV-NE-HH 009b	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by the Ranger Team as part of their weekly patrols and defects are reported for repair or replacement.	Paul Jeal; Jonathan Meares; Charlotte Williams	19-Apr-2024	31-Mar-2025
ENV-NE-HH 009c	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Safety equipment is checked weekly by lifeguards and monthly by Rangers as part of their patrols. Defects are reported for repair or replacement.	Charlotte Williams	19-Apr-2024	31-Mar-2025
ENV-NE-HH 009e	Manage the ponds and lido to reduce the likelihood of unauthorised access and health and safety incidents.	Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. Casual staff are used to bolster the full-time workforce and FTC staff are employed during the busy summer period. The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds. We also have regular patrols by both Constabulary and Heath Rangers to monitor and to help with compliance.	Jonathan Meares; Charlotte Williams	19-Apr-2024	31-Mar-2025

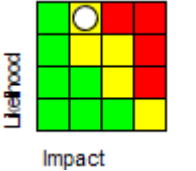
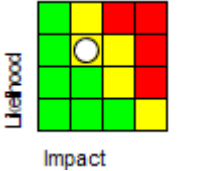
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ENV-NE-HH 010 Deterioration of water bodies Jun-2022 Jonathan Meares	Cause: Lack of maintenance of established water bodies across the sub-division. Event: Water bodies are not maintained to an acceptable and safe standard. Effect: Decrease in the quality of maintenance of the water bodies. Ponds are dynamic landscape features which require management in order to be conserved into the future: failing to maintain water bodies may result in a decrease in ecological and habitat improvements.		8	The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity. The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate. Officers are working on installing new aeration equipment by Spring 2024. 19 Apr 2024		6	31-Jul-2024	 Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations.	Jonathan Meares	19-Apr-2024	31-Mar-2025
ENV-NE-HH 010b	Install aeration equipment	Officers are working on installing new aeration equipment by Spring 2024.	Jonathan Meares	19-Apr-2024	30-Jul-2024

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ENV-NE-HH 011 Recruitment of suitable staff 25-Jun-2022 Bill LoSasso	Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Effect: Inability to maintain Hampstead Heath to an acceptable standard. Increased number of complaints regarding the services. Decline of natural and built environment. Decline in quality of assets. Closure of facilities. Reputational damage to the Corporation. Pressure on existing staff to cover vacancies and absences.	 Likelihood Impact	8	The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded. 05 Apr 2024	 Likelihood Impact	4	30-Sep-2024	 Constant
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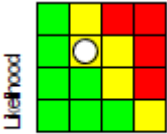
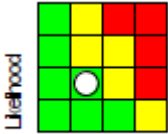
Page 79

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 011b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway. It is hoped that the remaining vacancies will be filled by the end of the summer.	Bill LoSasso; Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Aug-2024
ENV-NE-HH 011c	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	05-Apr-2024	30-Sep-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 013 Tree failure 01 Feb-2023 Jonathan Meares	Cause: Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk. Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions. Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.		8	Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly. The Extreme Weather Protocol contains criteria for closing relevant parts of the Heath or Golders Hill Park in extreme weather conditions. 19 Apr 2024		6	31-Dec-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 013a	Continue to comply with established tree management systems.	A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away. A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.	David Humphries; Jonathan Meares	19-Apr-2024	31-Dec-2024
ENV-NE-HH 013b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol has recently been reviewed and it was determined that the criteria for closure are still appropriate.	David Humphries; Jonathan Meares	19-Apr-2024	31-Dec-2024
ENV-NE-HH 013c	Annual tree management audit carried out by external consultant.	An annual review of systems and inspections is undertaken by an independent external consultant.	David Humphries;	19-Apr-2024	31-Mar-2025

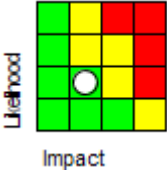
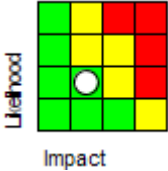
			Jonathan Meares		
ENV-NE-HH 013d	Review Natural Environment Division's Tree Safety Policy	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and amend the content as necessary to reflect any changes. This will be completed by the end of July.</p> <p>When the NTSG releases its revised guidance (date to be confirmed but expected later this year), the Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	David Humphries; Jonathan Meares	19-Apr-2024	31-Jul-2024

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

10-Aug-2015				Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).				
Jonathan Meares				19 Apr 2024			Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 005a	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	20-Apr-2024	31-Oct-2024
ENV-NE-HH 005b	Identification and treatment of Oak Processionary Moth and tree diseases.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies. Staff remain vigilant for all tree pests and diseases.	Jonathan Meares	19-Apr-2024	31-Oct-2024

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Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HH 008 Negative impacts of development and encroachment Page 84 23-Jun-2016 Jonathan Meares	Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: New houses, buildings or other developments on land affecting Hampstead Heath. Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs. Negative impact on heritage value; high-rise developments may be detrimental to aesthetics and sightlines.		4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division. Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space. 19 Apr 2024		4	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with	This is an ongoing action, the NLOS Division makes representations as necessary.	Jonathan Meares	20-Apr-2024	31-Mar-2025

	neighbouring local authorities in regard to planning issues which may impact Hampstead Heath. Work collaboratively with local community and civic societies.	Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as necessary.			
ENV-NE-HH 008b	Respond to consultation on the local plans to help influence the content of the documents.	This is an ongoing action, we respond to planning issues as necessary. The 'Due Date' is the date of the next review. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	19-Apr-2024	31-Mar-2025
ENV-NE-HH 008c	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	This is an ongoing action, the 'Due Date' is the date of the next review. Officers respond to planning issues as necessary. Relevant planning applications are monitored. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	19-Apr-2024	31-Mar-2025

Highgate Wood and Queens Park Risk Register (excluding completed actions)

Generated on: 29 April 2024



Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
P 2023 2024 V-NE- WQP 007 Decline in condition of assets	<p>Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources. Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.</p>		16	<p>Surveys of condition of high priority assets has been undertaken. This will inform further agreements and working with City Surveyor's Department to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p> <p>The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over management and investment in their assets.</p> <p>City Surveyor's Department has recently been awarded £130m to address the growing bow-wave of previously unfunded maintenance, a</p>		12	31-Dec-2025	

24-Feb-2022 Bill LoSasso			significant proportion of which is calculated against Natural Environment assets. We are working closely with City Surveyor's to formally assess, allocate and prioritise the funding within the department to areas of most need. 29 Apr 2024			Reduce	Constant
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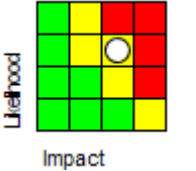
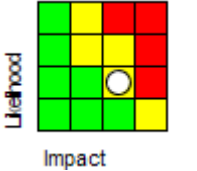
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a Page 88	Review condition of assets in conjunction with City Surveyor's Department.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. City Surveyor's Department owns, and makes decisions on, the budget for works. This is an ongoing action and kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Dec-2024
ENV-NE-HWQP 007b	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders, but there have been delays in liaison between the client and City Surveyor's Department (CSD). Officers are continuing to work with CSD to resolve service delivery issues. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Jul-2024
ENV-NE-HWQP 007e	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are contingent upon having sufficient capacity and resource to undertake them. A light-touch condition survey of staff accommodation has been carried out but identification and allocation of resources to carry out necessary works has yet to be confirmed. In the meantime, all defects notified by tenants continue to be reported to City Surveyor's Department for action. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Dec-2024
ENV-NE-HWQP 007f	Asset management review.	A full review of Natural Environment assets is underway. The outcome will include a comprehensive asset register for Highgate Wood and Queen's Park which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.	Bill LoSasso; Jonathan	05-Apr-2024	31-Dec-2024

			Meares; Charlotte Williams		
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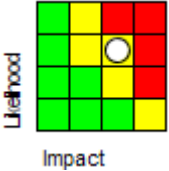
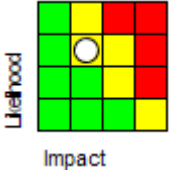
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 012 Impacts of anti-social behaviour on staff and site 19-Apr-2024 Bill LoSasso	Cause: Anti-social behaviour of members of the public. Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions; cycling on non-permitted cycle routes. Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.		16	A departmental approach is being developed to tackle abuse of staff, including rapid reporting. Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. 19 Apr 2024		8	31-Dec-2024	
							Reduce	

Page 06

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 012a	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy. Methods are being developed to ensure incidents are reported and actions taken as necessary.	Bill LoSasso	19-Apr-2024	30-Jun-2024
ENV-NE-HWQP 012b	Provide training for staff on conflict management.	First-time or refresher training for staff on conflict management is being organised as part of a departmental arrangement.	Bill LoSasso	20-Apr-2024	31-Dec-2024
ENV-NE-HWQP 012c	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.	Bill LoSasso	19-Apr-2024	31-Dec-2024
ENV-NE-HWQP 012d	Educate visitors to use the sites responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.	Bill LoSasso	19-Apr-2024	31-Dec-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 001 Budget pressures 24 Feb-2022 Bill LoSasso	<p>Cause: Reduced budgets, insufficient income generation, expanding demand on services, and aging assets requiring investment.</p> <p>Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets.</p> <p>Effect: Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.</p>		12	<p>The new operational structure devotes staff resource to develop income generation - recruitment to this post (Head of Development and Partnerships) is underway.</p> <p>The date by which we aim to reduce this risk to the target score has been moved to the end of the financial year. This reflects the time needed for the new post holder to be recruited and for the effect of their work to begin to be realised.</p> <p>29 Apr 2024</p>		8	31-Mar-2025	Constant
							Reduce	

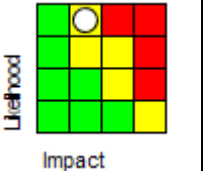
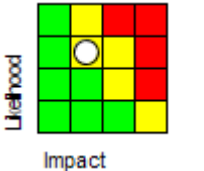

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a	Monitor budgets monthly and consider income generation opportunities.	Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department. Once in post, the Head of Development and Partnerships will focus on developing income generation opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Aug-2024
ENV-NE-HWQP 001b	Appoint Head of Development and Partnerships	The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces. Recruitment to this currently vacant post is underway. Once on board, the post holder will focus on income generation.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2024	31-Aug-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-HWQP 004 Adverse impacts of extreme weather and climate change</p> <p>10-Aug-2015</p> <p>Jonathan Meares; Charlotte Williams</p>	<p>Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought. Event: More frequent and severe storm damage, flooding, and fires. Effect: Injury or death to staff, visitors, contractors and volunteers. Damage to flora and fauna. Damage to property (City of London owned property and that of neighbours and service users). Disruptions to service delivery. Temporary site/area closures. Increased demand for staff resources to respond to incidents and maintain site safety. Increased costs for reactive management and insurance claims.</p>	<p>12</p> 		<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>Extreme weather events continue to be managed.</p> <p>MET office Storm Centre warnings are monitored.</p> <p>MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project.</p> <p>The MET Office Fire Severity Index is monitored.</p> <p>20 Apr 2024</p>	<p>6</p> 		<p>31-Dec-2024</p> <p>Reduce</p>	<p>Constant</p>

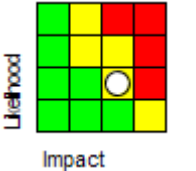
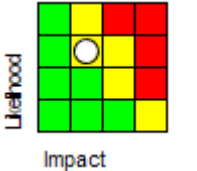

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date

Appendix 2

ENV-NE-HWQP 004a	Monitor MET Office weather warnings.	<p>MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.</p> <p>A 'Trigger Event' Policy is in place and is embedded into 'Business as Usual' ways of working of all relevant officers.</p> <p>This is an ongoing action: the 'Due Date' shown is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	05-Apr-2024	30-Jun-2024
ENV-NE-HWQP 004b	<p>Review site plans annually or, if appropriate, following an incident.</p> <p>Reviews are usually conducted in September and agreed later in the year.</p>	<p>An Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.</p> <p>This is an ongoing action: the 'Due Date' shown is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	05-Apr-2024	30-Jun-2024
ENV-NE-HWQP 004c	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	<p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.</p> <p>The Protocol was reviewed and updated as necessary at the end of 2023. It will be reviewed again at the end of 2024.</p> <p>This is an ongoing action: the 'Due Date' shown is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Dec-2024

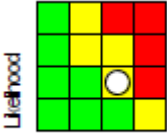
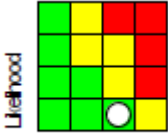

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 002 Negative impacts of visitor pressure 24 Feb-2022 Bill LoSasso	Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.		8	The current risk remains at the same level. Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme. Achievement of target score is contingent upon funding and support for restoration works. 19 Apr 2024		6	31-Mar-2025	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 002a	Ongoing actions to mitigate this risk..	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out education and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. 'Due date' is set for 2025 as we expect this to be a long-term mitigation exercise.	Bill LoSasso; Jonathan Meares	19-Apr-2024	31-Mar-2025

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 003 Outbreak of fire in woodland / heathland Feb-2022 Bill LoSasso; Jonathan Meares; Charlotte Williams	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson Event: Large-scale fire / increased frequency of fires. Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.		8	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. The current risk score is Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers. A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious). 19 Apr 2024		6	31-Mar-2025	 Constant
							Reduce	

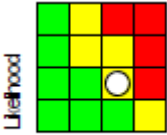
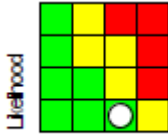

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 003a	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2024. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Meares; Charlotte Williams	19-Apr-2024	31-Jul-2024
ENV-NE-HWQP 003b	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social	Bill LoSasso; Jonathan Meares;	19-Apr-2024	31-Mar-2025

		media messaging has also been used to deliver this message.	Jennifer Wood		
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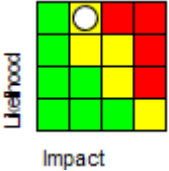
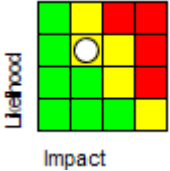

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 006 Risk to health and safety 24-Feb-2022 Jonathan Meares; Charlotte Williams	Cause: The operation of a large public green spaces, such as Highgate Wood and Queen's Park, carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors. Event: Incident or accident with health and safety implications. Effect: Injury or death of a member of the public, volunteer, staff or contractor. Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation. Reputational damage.	 Likelihood Impact	8	Health and safety management was negatively impacted during the Covid pandemic and then by the organisational restructure and lack of staff resource. It is now being reinstated, but it has taken some time to get this back on track. The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety management, including audits, inspections, communications and staffing. Work is ongoing to clearly define roles and responsibilities pertaining to health and safety management across the North London Open Spaces. 05 Apr 2024	 Likelihood Impact	4	31-Dec-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 006a	Continue to undertake regular health and safety audits.	This is an ongoing action which is reviewed regularly.	Jonathan Meares; Charlotte Williams	20-Apr-2024	31-Dec-2024
ENV-NE-HWQP 006b	Relevant officers to participate in Departmental Health and Safety Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and	Departmental, Divisional and Sub-Divisional Health and Safety meetings are held regularly. Relevant officers attend and participate in these meetings.	Jonathan Meares; Charlotte	05-Apr-2024	31-Dec-2024

	Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	This is an ongoing action: the 'Due Date' is the date of the next review.	Williams		
ENV-NE-HWQP 006c	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Dec-2024
ENV-NE-HWQP 006d	Annual RoSPA inspections of all playgrounds.	Annual RoSPA inspections of all playgrounds are carried out. Training has been provided to all staff who carry out weekly and monthly inspections of playgrounds. A Playground Working Group has been established to discuss ongoing maintenance of playgrounds. A best practice guide for the design, creation, installation and maintenance of playgrounds is being developed.	Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Jul-2024



Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 009 Recruitment of suitable staff 25-Jun-2022 Bill LoSasso; Jonathan Meares; Charlotte Williams	Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Effect: Inability to maintain Highgate Wood and Queen's Park to an acceptable standard. Increased number of complaints regarding the services. Decline of natural and built environment. Decline in quality of assets. Closure of facilities. Pressure on existing staff to cover vacancies and absences Reputational damage to the Corporation.	 Likelihood Impact	8	The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded. 05 Apr 2024	 Likelihood Impact	4	30-Sep-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway. It is hoped that the remaining vacancies will be filled by the end of the summer.	Bill LoSasso; Jonathan Meares; Charlotte Williams	05-Apr-2024	31-Aug-2024
ENV-NE-HWQP 009c	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	05-Apr-2024	30-Sep-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 011 Tree failure Feb-2023 Jonathan Meares	<p>Cause: Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.</p>		8	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. Because the site is ancient woodland (400+ years old) within which there is a high percentage of old trees, the threshold for closure in extreme weather is lower than at Hampstead Heath.</p> <p>19 Apr 2024</p>		6	31-Dec-2024	 Constant
							Reduce	

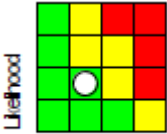
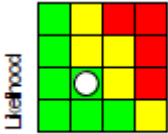
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 011a	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.</p> <p>A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p> <p>Expert staff are resident at the site and are, therefore, able to monitor tree condition on a</p>	David Humphries; Jonathan Meares	19-Apr-2024	31-Dec-2024

		continuous basis.			
ENV-NE-HWQP 011b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol has recently been reviewed and it was determined that the criteria for closure are still appropriate.	David Humphries; Jonathan Meares	19-Apr-2024	31-Dec-2024
ENV-NE-HWQP 011c	Annual tree management audit carried out by external consultant	An annual review of systems and inspections is undertaken by an independent external consultant.	David Humphries; Jonathan Meares	19-Apr-2024	31-Mar-2025
ENV-NE-HWQP 011d	Review Divisional Tree Safety Policy	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division’s Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and amend the content as necessary to reflect any changes. This will be completed by the end of July.</p> <p>When the NTSG releases its revised guidance (date to be confirmed but expected later this year), the Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	David Humphries; Jonathan Meares	19-Apr-2024	31-Jul-2024

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

24-Feb-2022				Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).					
Jonathan Meares				19 Apr 2024				Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 005a	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance.	Jonathan Meares	20-Apr-2024	31-Oct-2024
ENV-NE-HWQP 005b	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies. Staff remain vigilant for all tree pests and diseases.	Jonathan Meares	19-Apr-2024	31-Oct-2024

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-HWQP 008 Negative impacts of development and encroachment 24-Feb-2022 Jonathan Meares	Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: New houses, buildings or other developments on land affecting the sites. Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Liffhood Impact	4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division. 19 Apr 2024	 Liffhood Impact	4	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 008a	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Work collaboratively with local community and civic societies.	Ongoing, the Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	19-Apr-2024	31-Mar-2025
ENV-NE-HWQP 008b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	19-Apr-2024	31-Mar-2025
ENV-NE-	The North London division monitors planning activity in	Ongoing. We respond to planning issues as necessary. Relevant planning applications are	Jonathan	19-Apr-	31-Mar-

HWQP 008c	order to ensure it does not impact the open spaces.	monitored. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Meares	2024	2025
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City of London Corporation Risk Matrix (Black and white version)

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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Committee(s): Natural Environment Board EF&C Committee WHP Committee HH,HW&QP Committee	Dated: 19/2/2024 21/3/2024 16/5/2024 21/5/2024
Natural Capital Audit	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1.2.4.9.10.11.12
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 this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts - Interim Executive Director, Environment	For information
Report author: Emily Brennan - Natural Environment Director	

Summary

The Corporation recently commissioned a Natural Capital Audit of its Open Spaces to identify and map the range of different ‘ecosystem services’ that these spaces provide for example carbon sequestration, air purification, access and recreation. Natural Capital Solutions (NCS), who were appointed to carry out this audit, also estimated the financial value of these ecosystem services for our Open Spaces.

NCS has estimated the total value of the ecosystem services provided by our Open Spaces as **£282.6 million annually**, with a combined predicted value of **£8.1 billion over 50 years**.

Recommendation(s)

Members are asked to note the contents of the report and to consider how the findings and data could be used to deliver benefits for the charity(s) their Committee oversees.

Background

Natural Capital is defined as ‘elements of nature that directly or indirectly produce value or benefits to people, including ecosystems, species, water, land, food, fuel and air, as well as natural processes and functions such as carbon sequestration and air purification’. The natural environment underpins our wellbeing and economic prosperity, providing multiple benefits to society, yet is consistently undervalued in decision-making.

The Corporation owns 11,000 acres of land in and around London. This includes small pockets of land within the Square Mile and larger sites in Greater London and adjacent counties. These open spaces are managed by three Environment Department Divisions: Natural Environment, City Operations and Port Health & Public Protection. Whilst these open spaces are appreciated and visited by many, the breadth and value of the services they provide has not previously been understood or articulated.

A detailed assessment of the natural capital ('ecosystem services') value of these open spaces was carried out by NCS in December 2023. They mapped and valued key ecosystem service benefits across 13 groups of sites:

1. Ashted Common
2. Burnham Beeches
3. Cemeteries & Crematoria
4. City Gardens
5. City of London schools
6. Coulsdon Commons
7. Epping Forest & the Buffer Lands
8. Hampstead Heath
9. Highgate Wood
10. Queen's Park
11. Stoke Common
12. West Ham Park
13. West Wickham Common and Spring Park.

The ecosystem services mapped for each group of sites were: Carbon storage; carbon sequestration; air purification; noise regulation; local climate regulation; pollination; food production; timber/woodfuel production; water flow regulation; water quality regulation; and accessible nature. They applied a number of different models to calculate the value of each open space to society, taking into consideration industry standards and following best practice. More information about the different methodologies used by NCS can be found in the appendices of the technical report, which is available upon request.

Results:

This Natural Capital Audit will help us articulate and communicate the wide range of benefits that our open spaces deliver for people and nature and will estimate the monetary values of these benefits. It will also help us generate future income to help manage our open spaces.

The total estimated value of the benefits delivered by the natural capital assets quantified across the whole Open Spaces portfolio is **£282.6 million annually**, with a predicted value of **£8.1 billion over 50 years**. The sum of annual benefits over a 50-year period has been discounted to give a 'present value'. This is standard practice when estimating what something is going to be worth in the future and reflects what we'd think of it in 'today's money'.

The ecosystem services that provide the largest values are recreation (£4.5 billion) and health benefits (£2.8 billion) followed by air quality regulation (£389.7 million)

and carbon sequestration (£200.8 million). There are over **47 million visits** to our open spaces every year.

The Corporation currently invests circa £38 million per year in managing and maintain its open spaces. The benefit to cost ratio is 16.4, which means that every £1 spent on maintaining the open spaces delivers £16.40 in natural capital benefits. This indicates that the investment is delivering a good return in public natural capital benefits. This cost-to-benefit ratio of 16.4 has been calculated based on the present value of the open spaces, not the annual predicted value. That is to say, if the City of London continued to invest the same yearly amount on running its open spaces for the next 50 years, the ratio would equal £16.40 return for every £1 spent. This is an estimated calculation over time and takes into account how the benefits in value would also increase over that timeframe.

The Natural Capital Audit has potential to be used in many ways, for example to:

- Raise awareness of the importance and value of the Corporation's open spaces to a wide range of audiences;
- Raise the profile of the City Corporation's work in the natural environment and the ecosystem services provided to Greater London, for example through positive media coverage;
- Support income generation e.g. biodiversity credits, government grants, Community Infrastructure Levy funding;
- Establish CoL as an international leader in natural capital accounting;
- Establish a baseline against which progress can be measured (e.g. for the Corporate Plan and Natural Environment Strategies);
- Identify opportunities to increase natural capital values (improve and increase habitats, prevent damage/loss);
- Inform and influence CoL's governance and priorities;
- Build effective delivery strategic partnerships.

Crucially, the data, maps and other outputs - such as financial values - can be collated to show results for the whole of the Open Spaces portfolio or for a group of sites (for example all sites under a Committee's remit), or they can be disaggregated to show results at the individual site level. This ability to aggregate or disaggregate gives the Corporation huge potential and flexibility. All data and maps have been provided to the Environment Department's GIS team.

Financial implications:

The total cost of carrying out this Natural Capital Audit was £29,643; this was paid for out of the Director's NE Division budget for 2023-24. The report has great potential to support income generation for the NE Division.

Corporate & Strategic Implications

- The Natural Capital Audit will support the delivery of the Natural Environment Division's priorities and business plans and the Corporation's new Corporate Plan.
- Financial implications: Potential to help generate significant additional income.
- Resource implications: None.
- Legal implications: None.

- Risk implications: None.
- Equalities implications: None.
- Equality Impact Assessment: N/A.
- Climate implications: The Natural Capital Audit will enable a more effective contribution to the Climate Action Strategy.
- Security implications: N/A

Conclusion

The Committee is asked to note the contents of this report and consider how the results and data generated by the Natural Capital Audit could be used to raise income for, and awareness of, the Corporation's Open Spaces which fall under the remit of their Committee.

Appendices

1. Example maps.

Background Papers

None

Emily Brennan

Natural Environment Director.

E: emily.brennan@cityoflondon.gov.uk

Committee(s) Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Dated 21 May 2024
Subject: Management Priorities for Hampstead Heath for FY’2024-25 (Business Plan)	Public
Which outcomes in the City Corporation’s “Corporate Plan (2024-2029)” does this proposal aim to impact directly?	Engage diverse communities Dynamic economic growth Leading sustainable environment Vibrant thriving destination Providing excellent services Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Executive Director, Environment	For Decision
Report Author: Bill LoSasso Assistant Director (Superintendent) North London Open Spaces	

Summary

This report presents an overview of the planned key management activities and initiatives at Hampstead Heath for financial year 2024-25 (1 April 2024 – 31 March 2025).

These proposals draw upon previously agreed strategies and guiding documents of the City Corporation, such as the Corporate Plan, Natural Environment Division strategies, and Hampstead Heath Management Strategy, as well as wider projects such as the Carbon Removals Project. This is an interim measure pending the preparation of a multi-year Business Plan that will be developed this year for North London Open Spaces.

Recommendation(s)

Members are asked to:

- Approve the FY'2024-25 business plan for Hampstead Heath
- Note the development of a longer-term business plan as described in this report

Main Report

Background

1. North London Open Spaces is the sub-division of the City of London Corporation that is responsible for the day-to-day management of four public open spaces: 1) Hampstead Heath, 2) Highgate Wood, 3) Queen's Park, and 4) West Ham Park.
2. The City Corporation has numerous strategies, plans, programmes, projects, and initiatives that guide North London Open Spaces' management of its portfolio of open spaces, inclusive of Hampstead Heath.
3. These guiding documents and initiatives include the following:
 - a. The City of London Corporation Corporate Plan (2024-2029), which was released on 25 March 2024.
 - b. The Environment Department's High-Level Business Plan (FY'2024-25).
 - c. The Natural Environment Division Strategies (2024-2029), which were launched on 4 December 2023, consisting of:
 - i. Vision: "Open Spaces that are rich in diversity, conserve nature, create memories, and enhance lives".
 - ii. Mission: "To protect and enhance our open spaces across London and the Home Counties, working in partnership to ensure they remain accessible, sustainable and preserved for the benefit of the public."
 - iii. Four key strategies to deliver the vision:
 1. Nature Conservation and Resilience: Conserve the special biodiversity and habitats or open spaces and manage them to secure their future.
 2. Access and Recreation: Conserve, enhance and sustainably manage our open spaces' special natural environments and their heritage; and we will welcome, encourage and inspire our visitors to enjoy and protect these spaces for future generations.
 3. Community Engagement: Act as stewards of our public open spaces in partnership with communities to ensure their responsible use and conservation in perpetuity.
 4. Culture, Heritage and Learning: Take care of our cultural assets and our culture, heritage and learning offer will develop participation, confidence,

connection, opportunity and well-being of, and support from, our priority audience.

- d. Hampstead Heath Management Strategy (2018 – 2028), which is undergoing a planned midpoint review during FY'2024-25.

Other supportive and guiding documents and initiatives

4. Other extant corporate strategies, plans and projects that guide the Natural Environment Division and North London Open Spaces, and thus help guide our activities on Hampstead Heath, include:
 - a. Climate Action Strategy
 - b. Carbon Removals Project
 - c. Cultural Strategy
 - d. Destination City
 - e. Education Strategy
 - f. Sport & Physical Activity Strategy

5. Other initiatives that are still underway and will inform our management of open spaces, inclusive of Hampstead Heath, include:
 - a. Natural Environment Division 'Income Generation Strategy'
 - b. Operational Property Review
 - c. Natural Environment Division 'Charity Review'

6. Additional documents and initiatives that guide and inform the management of Hampstead Heath and its work programme, include:
 - a. North London Open Space business plan
 - b. Individual site management plans
 - c. Events policies for each of the open spaces
 - d. Annual work plans
 - e. Cyclical Work Programme (led by City Surveyor's Department)

Current Position and planned work for FY'2024-25

7. Given the recent completion of the Corporate Plan and Natural Environment Division Strategies, and the important work that is still underway and nearing completion that will guide activities across NLOS's four spaces, a detailed

business plan does not currently exist for NLOS or the other sub-divisions of the Natural Environment Division.

8. A multi-year business plan for North London Open Spaces is being developed during FY'2024-25 however, and will be in place by 1 April 2025. The business plan will align with the relevant strategies and guiding documents, draw together the operational priorities across the Environment Department High-Level Business Plan, and will further plan and guide delivery of the soon-to-be-reviewed Hampstead Heath Management Strategy.
9. As an interim measure, this report outlines key management activities at Hampstead Heath for financial year 2024-25 that will guide our activities as a multi-year business plan is developed.
10. North London Open Spaces will also be updating all site management strategies/plans in FY'2024-25. This includes the planned midpoint review of the Hampstead Heath Management Strategy, for which a working group is being formed, inclusive of Members of this committee.

Proposals and Actions

11. Appendix 1 provides key outputs for North London Open Spaces for FY'2024-25. These also identify the team at (or partner of) North London Open Spaces that is the primary lead, as well as applicability to other documents mentioned herein.

Financial Implications

12. Actions will have either been met through the local risk budget or from external grants and income generation.

Resource Implications

13. Actions will be implemented using existing staffing resources, supplemented by contractors where required.

Legal Implications

14. The City Corporation as trustee of the charities, Hampstead Heath (803392) and Highgate Wood and Queens Park Kilburn (232986) must act in the best interests of these charities, and ensure that all management activities and initiatives align with the charities' objects (as set out in their respective governing documents), the Charities Act 2011 (as amended) and the requirements under the Equality Act 2010 (to not discriminate against people with protected characteristics).

Equalities Implications

15. A number of access improvements are proposed in the report along with accessibility audit across Hampstead Heath.

Climate Implications

16. Actions in the report form part of the City's Carbon Removals Project which is seeking to address climate change issues. Other actions are also seeking to improve the resilience of species and habitats across Hampstead Heath.

Conclusion

17. This report has provided an outline of the planned key management activities at Hampstead Heath for FY'2024-25.

Appendices

Appendix 1: Hampstead Heath Business Plan (FY'2024-25)

Appendix 2 (via hyperlink): City of London Corporate Plan (2024-2029):

- [Our Corporate Plan 2024-29 - City of London](#)

Appendix 3 (via hyperlink): Natural Environment Division key strategies (2024 – 2029)

- [Natural Environment - City of London](#)

Appendix 4 (via hyperlink): Environment Department FY'2024-25 High-Level Business Plan (p. 143-157)

- [\(Public Pack\) Agenda Document for Hampstead Heath, Highgate Wood and Queen's Park Committee, 12/02/2024 16:00 \(cityoflondon.gov.uk\)](#)

Appendix 5 (via hyperlink): Hampstead Heath Management Strategy

- [Hampstead Heath Management Strategy \(cityoflondon.gov.uk\)](#)

Report author

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APPENDIX 1: Hampstead Heath Business Plan (FY'2024-25)

CITY OF LONDON CORPORATION CORPORATE PLAN OUTCOMES (2024-2029)	NATURAL ENV'T DIVISION STRATEGIC PRIORITIES (2024-2029)	HAMPSTEAD HEATH MGMT STRATEGY THEMES (2018-2028)
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OUTPUT TOPIC	BRIEF DESCRIPTION	PRIMARY LEAD	CITY OF LONDON CORPORATION CORPORATE PLAN OUTCOMES (2024-2029)														NATURAL ENV'T DIVISION STRATEGIC PRIORITIES (2024-2029)					HAMPSTEAD HEATH MGMT STRATEGY THEMES (2018-2028)			
			Diverse Engaged Communities	Dynamic Economic Growth	Leading Sustainable Environment	Vibrant Thriving Destination	Providing Excellent Services	Nature conservation and resilience	Community engagement	Access and recreation	Culture, heritage, and learning	Income generation	We protect and conserve the Heath	The Heath enriches lives	The Heath is inclusive and welcoming	Together we care for the Heath									
Cyclical Work Programme	Provide necessary support to ensure delivery by colleagues in City Surveyor's Department	City Surveyor's Department			X		X			X	X	X	X	X	X	X	X	X	X	X					
Reactive Repairs and Maintenance Programme	Provide necessary support to ensure delivery by colleagues in City Surveyor's Department	City Surveyor's Department			X	X	X	X			X		X	X	X										
Carbon Removals Project	Implement Hampstead Heath actions as part of the Carbon Removals Project, including building in resilience to natural habitats to protect against climate change, relaxed mowing, woodland creation, leaky dams, etc).	Conservation Team			X				X						X										
Natural Capital Audit	Explore possibilities for projects to increase natural capital and biodiversity net gain across Hampstead Heath based on recent Natural Capital Audit report	Conservation Team			X	X		X	X	X	X	X					X								
Parking	Complete installation of ANPR technology in the four Hampstead Heath car parks to improve enforcement	Conservation Team					X		X				X	X											
Oak Processionary Moth	Develop project to monitor Oak Processionary Moth parasitoid, Carcelia iliaca. Continue working collaboratively with H&HS and Heath Hands monitoring Carcelia at HH, HW and QP. Expand the area of parasitoid monitoring sites, and try and measure level of parasitism in each nest.	Conservation Team			X				X					X											
Visitors	Ecological monitoring of visitor impact to Hampstead Heath	Conservation Team			X				X					X											
Veteran conservation	Tree team to promote the VETCert qualification and provide training for Natural Environment staff to obtain VETCert qualification. This project is supported by the Ancient Tree Forum (ATF).	Conservation Team								X				X	X										
Nature recovery	Work with key partners in Heath and Hampstead Society and Hampstead Neighbourhood Forum to propose creation new wildlife links to increase connectivity of surrounding SINC sites, with Hamstead Heath acting as the hub.	Conservation Team	X		X				X	X	X			X	X				X						
Heath Ponds & Conservation Plan (2021)	Review and revise plan; Continue to implement recommendations	Conservation Team			X				X					X	X										
Pond health	Continue to research the impact and levels of pesticides across Heath ponds and inflows	Conservation Team			X				X					X											
Research collaboration	Partner with external institutions to carry out research into topics such as water quality, pest and disease and invasive species, and with volunteers to do Ecological monitoring of flora and fauna	Conservation Team	X		X	X			X	X				X	X				X						
Student projects	Continue to encourage and support student projects across Hampstead Heath	Conservation Team	X		X	X			X	X				X	X				X						
Ponds aeration	Seek funding and begin replacement of aeration equipment. Initial priorities, Bathing ponds and Hampstead No.2.	Conservation Team			X	X		X	X		X		X	X	X										
Sports	Installation of angling platform	Conservation Team			X	X	X		X	X		X		X		X	X								
Constabulary training and induction	Create a training and induction programme and handbook for Hampstead Heath Constabulary	Constabulary	X				X		X	X				X	X			X	X	X					
Constabulary	Procure a new digital platform for the Constabulary	Constabulary	X			X	X	X		X	X			X	X	X									
Income Generation Strategy	Work with colleagues to support development of the Income Generation Strategy with respect to Natural Environment Division, North London Open Spaces and Hampstead Heath	Development & Partnerships Team					X							X											
Income stream review	Complete review of existing income streams and charging frameworks for North London Open Spaces and Hampstead Heath	Development & Partnerships Team											X	X	X	X	X	X	X	X					
Income generation / Business development	Create a business development plan for North London Open Spaces and Hampstead Heath	Development & Partnerships Team			X	X							X	X	X	X	X	X	X	X					
Events	Conceive and deliver a holistic events programme that meets visitor needs and is aligned with the Hampstead Heath Management Strategy and Events Policy	Development & Partnerships Team	X			X		X		X		X	X		X	X		X	X	X					
Events	Create a 'lookbook/prospectus' of event spaces on Hampstead Heath for events, filming, and weddings.	Development & Partnerships Team				X		X		X	X	X	X		X	X									
Communications	Creation of Communications Plan to encourage positive behaviours on Hampstead Heath and promote health and wellbeing benefits of the Heath	Development & Partnerships Team			X	X		X	X	X	X			X						X					

Website	Complete a review and update to the Hampstead Heath portion of the website	Development & Partnerships Team						X				X	X						X
Licensing	Explore wedding licensing for Hampstead Heath	Development & Partnerships Team						X	X	X		X	X		X				X
Cafés	Complete procurement for café vendors for all spaces on Hampstead Heath	Development & Partnerships Team						X	X	X		X		X	X				X
Capital Project: Ladies Pond conveniences improvements	Deliver an event programme that reflects the Heath, supports income generation needs, and is aligned with the Events Policy	Development & Partnerships Team	X					X	X	X		X	X	X	X				X
Fundraising campaigns	Develop campaigns to complete and/or close out existing project-specific fundraising campaigns, and where appropriate, support or initiate fundraising campaigns to support work (eg. Golders Hill Park Zoo)	Development & Partnerships Team						X		X					X	X	X	X	X
Access to information	Audit availability of digital and physical information from City Corporation-managed information resources to assess public access to information about the Heath.	Development & Partnerships Team	X					X				X	X						X
Learning	Offer environmental resilience projects for young people	Learning Team (partner)						X	X	X		X	X	X					X
Wellbeing	Engage young people in activities that engage them with nature	Learning Team (partner)						X	X	X		X	X	X					X
Learning	Offer climate education learning programmes	Learning Team (partner)						X	X	X		X	X	X					X
Global City of Sport' Strategy	Review Corporate strategy and examine opportunities for alignment and synergies	Operations & Parks Team	X					X	X	X		X	X		X				X
Capital Project: Ponds Project	Provide necessary support to ensure delivery by City Surveyor's Department	Operations & Parks Team	X					X	X			X	X						X
Capital Project: Parliament Hill Improvement Projects	Prioritise potential improvement projects based on consultations and explore funding opportunities	Operations & Parks Team				X			X	X		X	X	X		X	X	X	
Health & Safety	Create and updated Health and Safety Plan for North London Open Spaces	Operations & Parks Team						X	X	X		X	X	X		X	X	X	X
Health & Safety	Complete maintenance on vehicles and equipment to ensure H&S requirements are met	Operations & Parks Team						X	X	X		X	X	X		X	X	X	X
Health & Safety	Complete staff training to ensure H&S needs and requirements are met	Operations & Parks Team						X	X	X		X	X	X		X	X	X	X
Leisure	Implement the new Leisure Management System booking system for swimming on the Heath	Operations & Parks Team						X	X	X		X	X		X				X
Sports & Wellbeing	Update terms of reference for the Sports & Wellbeing Forum and ensure that Forum is furthering updated objectives, and attend relevant working groups furthering sports and wellbeing	Operations & Parks Team	X					X	X	X		X	X		X				X
Sports	Reinitiate the Track Forum	Operations & Parks Team	X					X	X	X		X	X						X
Sports and physical activity	Review existing licenses and booking systems for sports facilities on Hampstead Heath	Operations & Parks Team	X					X	X	X		X	X						X
Sports	Initiate a Swimming Forum	Operations & Parks Team	X					X	X	X		X	X						X
Golders Hill Park playground	Installation of new sandpit sleepers	Operations & Parks Team						X	X	X		X	X						X
Capital Project: Pergola	Work with colleagues in City Surveyor's Department to implement short-term repairs, and explore long-term solution to maintenance deficit	Operations & Parks Team						X		X		X	X	X	X	X	X	X	
Car parking	Review access arrangements for weekend and bank holiday opening during park opening hours following installation of ANPR.	Operations & Parks Team	X					X	X	X		X	X						X
Fleet	Dispose of non-ULEZ vehicles where possible	Operations & Parks Team									X								X
WiFi at ponds	Upgrade WiFi at Ladies' and Men's ponds; Install WiFi at Mixed Pond	Operations & Parks Team						X	X	X		X		X					X
Café planters	Implementation of planting plan to renovate the planters outside of the café.	Operations & Parks Team						X	X	X									X
Access	Complete a self audit of access challenges across Hampstead Heath	Operations & Parks Team / Conservation Team	X					X	X	X		X	X						X
Visitor survey	Complete a survey of visitor footfall to inform future management of Hampstead Heath	Operations & Parks Team / Conservation Team	X	X				X		X	X	X	X		X	X	X	X	X
Signage	Audit on-site signage for accuracy, condition, and clarity, and to direct visitors away from sensitive areas where possible.	Operations & Parks Team / Conservation Team						X	X	X	X	X		X					X
Stakeholder and user groups	Complete an audit and inventory of all user group agreements	Operations & Parks Team / Conservation Team							X			X	X		X				X
Golders Hill Park Zoo	Implement 'Zoo Experiences' to engage communities and generate income at the Zoo and increase marketing for the Zoo	Operations & Parks Team / Conservation Team	X					X	X	X	X	X	X	X	X	X	X	X	X
Charity Review	Work with colleagues to support the Charity Review with respect to North London Open Spaces and Hampstead Heath	Superintendent						X		X		X	X	X	X	X	X	X	X
Operational Property Review	Work with colleagues to support the Operational Property Review with respect to North London Open Spaces and Hampstead Heath	Superintendent						X	X	X	X		X		X				X
Staff recruitment	Complete recruitment for remaining vacancies for North London Open Spaces	Superintendent	X					X	X	X	X	X	X	X	X	X	X	X	X
Hampstead Heath Management Strategy	Complete 5-year review of Hampstead Heath Management Strategy with working group	Superintendent	X	X				X	X	X	X	X	X	X	X	X	X	X	X
Policies and protocols	Complete inventory and prioritise updates of all policies and protocols across North London Open Spaces	Superintendent	X					X	X	X	X	X	X	X	X	X	X	X	X
Community Engagement	Create a 'Community Engagement Toolkit' to guide engagement activities by type, size, subject, etc	Superintendent	X					X	X	X		X	X	X					X
Partnerships	Complete updated Heath Hands agreement and continue to work with external partners and volunteers to support caring for Hampstead Heath	Superintendent	X					X	X	X		X	X						X
Stakeholder management	Continue to engage meaningfully Hampstead Heath Consultative Committee, Sports & Wellbeing Forum, and other stakeholders and stakeholder fora to ensure that Heath management is informed by its community of users	Superintendent	X					X	X	X	X	X	X	X		X	X	X	X
Modernised administrative processes	Support Services Team will interrogate existing administrative processes, update where necessary, and create where needed.	Support Services Team						X	X	X		X	X	X	X				X

Committee(s) Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Dated 21 May 2024
Subject: Highgate Wood Management Priorities for FY’2024-25 (Business Plan)	Public
Which outcomes in the City Corporation’s “Corporate Plan (2024-2029)” does this proposal aim to impact directly?	Engage diverse communities Dynamic economic growth Leading sustainable environment Vibrant thriving destination Providing excellent services Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Executive Director, Environment	For Decision
Report Author: Bill LoSasso Assistant Director (Superintendent) North London Open Spaces	

Summary

This report presents an overview of the planned key management activities and initiatives at Highgate Wood for financial year 2024-25 (1 April 2024 – 31 March 2025).

These proposals draw upon previously agreed strategies and guiding documents of the City Corporation, such as the Corporate Plan, Natural Environment Division strategies, and Highgate Wood Management Plan(s), as well as wider projects such as the Carbon Removals Project. This is an interim measure pending the preparation of a multi-year Business Plan that will be developed this year for North London Open Spaces.

Recommendation(s)

Members are asked to:

- Approve the FY’2024-25 business plan for Highgate Wood
- Note the development of a longer-term business plan as described in this report

Main Report

Background

1. North London Open Spaces is the sub-division of the City of London Corporation that is responsible for the day-to-day management of four public open spaces: 1) Hampstead Heath, 2) Highgate Wood, 3) Queen's Park, and 4) Highgate Wood.
2. The City Corporation has numerous strategies, plans, programmes, projects, and initiatives that inform North London Open Spaces' management of Highgate Wood.
3. These guiding documents and initiatives include the following:
 - a. The City of London Corporation Corporate Plan (2024-2029), which was released on 25 March 2024.
 - b. The Environment Department's High-Level Business Plan (FY'2024-25).
 - c. The Natural Environment Division Strategies (2024-2029), which were launched on 4 December 2023, consisting of:
 - i. Vision: "Open Spaces that are rich in diversity, conserve nature, create memories, and enhance lives".
 - ii. Mission: "To protect and enhance our open spaces across London and the Home Counties, working in partnership to ensure they remain accessible, sustainable and preserved for the benefit of the public."
 - iii. Four key strategies to deliver the vision:
 1. Nature Conservation and Resilience: Conserve the special biodiversity and habitats or open spaces and manage them to secure their future.
 2. Access and Recreation: Conserve, enhance and sustainably manage our open spaces' special natural environments and their heritage; and we will welcome, encourage and inspire our visitors to enjoy and protect these spaces for future generations.
 3. Community Engagement: Act as stewards of our public open spaces in partnership with communities to ensure their responsible use and conservation in perpetuity.
 4. Culture, Heritage and Learning: Take care of our cultural assets and our culture, heritage and learning offer will develop participation, confidence, connection, opportunity and well-being of, and support from, our priority audience.
 - d. Highgate Wood Conservation Plan (2013-2023) - which will be updated during FY'2024-25 - and Highgate Wood Woodland Management Plan (2018-2028).

Other supportive and guiding documents and initiatives

4. Other extant corporate strategies, plans and projects that guide the Natural Environment Division and North London Open Spaces, and thus help guide our activities at Highgate Wood, include:
 - a. Climate Action Strategy
 - b. Carbon Removals Project
 - c. Cultural Strategy
 - d. Destination City
 - e. Education Strategy
 - f. Sport & Physical Activity Strategy

5. Other initiatives that are still underway and will inform our management of open spaces, inclusive of Highgate Wood, include:
 - a. Natural Environment Division 'Income Generation Strategy'
 - b. Operational Property Review
 - c. Natural Environment Division 'Charity Review'

6. Additional documents and initiatives that guide and inform the management of Highgate Wood and its work programme, include:
 - a. North London Open Space business plan
 - b. Individual site management plans
 - c. Events policies for each of the open spaces
 - d. Annual work plans
 - e. Cyclical Work Programme (led by City Surveyor's Department)

Current Position and planned work for FY'2024-25

7. Given the recent completion of the Corporate Plan and Natural Environment Division Strategies, and the important work that is still underway and nearing completion that will guide activities across NLOS's four spaces, a detailed business plan does not currently exist for NLOS or the other sub-divisions of the Natural Environment Division.

8. A multi-year business plan for North London Open Spaces is being developed during FY'2024-25, however, and will be in place by 1 April 2025. The business plan will align with the governing documents for the Highgate Wood & Queen's Park Kilburn Charity, the relevant strategies

and guiding documents outlined above, draw together the operational priorities across the Environment Department High-Level Business Plan, and will further plan and guide delivery of the updated Highgate Wood management plan.

9. As an interim measure, this report outlines key management activities at Highgate Wood for financial year 2024-25 that will guide our activities as a multi-year business plan is developed.
10. North London Open Spaces will also be updating all site management strategies/plans in FY'2024-25.

Proposals and Actions

11. Appendix 1 provides key outputs at Highgate Wood for North London Open Spaces for FY'2024-25. These also identify the team at (or partner of) North London Open Spaces that is the primary lead, as well as applicability to other documents mentioned herein.

Financial Implications

12. Actions will have either been met through the local risk budget or from external grants and income generation.

Resource Implications

13. Actions will be implemented using existing staffing resources, supplemented by contractors where required.

Legal Implications

14. The City Corporation as trustee of the charities, Hampstead Heath (803392) and Highgate Wood and Queens Park Kilburn (232986) must act in the best interests of these charities, and ensure that all management activities and initiatives align with the charities' objects (as set out in their respective governing documents), the Charities Act 2011 (as amended) and the requirements under the Equality Act 2010 (to not discriminate against people with protected characteristics).

Equalities Implications

15. A number of access improvements are proposed in the report along with accessibility audit across Hampstead Heath.

Climate Implications

16. Actions in the report form part of the City's Carbon Removals Project which is seeking to address climate change issues. Other actions are also seeking to improve the resilience of species and habitats across Hampstead Heath.

Conclusion

17. This report has provided an outline of the planned key management activities at Hampstead Heath for FY'2024-25.

Appendices

- Appendix 1: Highgate Wood Business Plan (FY 2024-25)
- Appendix 2 (via hyperlink): City of London Corporate Plan (2024-2029):
 - [Our Corporate Plan 2024-29 - City of London](#)
- Appendix 3 (via hyperlink): Natural Environment Division key strategies (2024 – 2029)
 - [Natural Environment - City of London](#)
- Appendix 4 (via hyperlink): Environment Department FY'2024-25 High-Level Business Plan (p. 13-28)
 - [\(Public Pack\)Agenda Document for Natural Environment Board, 19/02/2024 11:00 \(cityoflondon.gov.uk\)](#)
- Appendix 5: Highgate Wood Conservation Plan (2013-2023)
- Appendix 6: Highgate Wood Woodland Management Plan (2018-2028)

Report author

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CITY OF LONDON CORPORATION CORPORATE PLAN OUTCOMES (2024-2029)	NATURAL ENV'T DIVISION STRATEGIC PRIORITIES (2024-2029)	HIGHGATE WOOD CONSERVATION PLAN THEMES (2020-2025)
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OUTPUT TOPIC	BRIEF DESCRIPTION	PRIMARY LEAD	CITY OF LONDON CORPORATION CORPORATE PLAN OUTCOMES (2024-2029)																	
			Diverse Engaged Communities	Dynamic Economic Growth	Leading Sustainable Environment	Vibrant Thriving Destination	Providing Excellent Services	Flourishing Public Spaces	Nature conservation and resilience	Community engagement and resilience	Access and recreation	Culture, heritage, and learning	Income generation	Heritage	Community and recreation	Biodiversity				
Cyclical Work Programme	Provide necessary support to ensure delivery by colleagues in City Surveyor's Department	City Surveyor's Department					X		X		X	X	X	X	X	X	X	X	X	X
Reactive Repairs and Maintenance Programme	Provide necessary support to ensure delivery by colleagues in City Surveyor's Department	City Surveyor's Department				X	X	X	X				X		X	X				X
Staff lodges	Complete repairs to staff lodges, working with colleagues in City Surveyor's Department	City Surveyor's Department						X												
Carbon Removals Project	Implement Highgate Wood actions as part of the Carbon Removals Project, including building in resilience to natural habitats to protect against climate change, relaxed mowing, woodland creation, leaky dams, etc).	Conservation Team				X					X							X		
Natural Capital Audit	Explore possibilities for projects to increase natural capital and biodiversity net gain across Highgate Wood based on recent Natural Capital Audit report	Conservation Team				X	X		X	X	X	X	X						X	
Visitors	Ecological monitoring of visitor impact to Highgate Wood	Conservation Team				X				X								X		
Veteran tree conservation	Tree team to promote the VETCert qualification and provide training for Natural Environment staff to obtain VETCert qualification. This project is supported by the Ancient Tree Forum (ATF).	Conservation Team									X							X	X	
Roman Kiln	Progress HLF-funded Roman Kiln project and oversee works on the Information Hut	Conservation Team					X		X		X	X	X				X	X		
Play area	Complete repairs to the play area	Conservation Team					X	X	X		X	X						X		
Security gates	Complete repairs to the security gates that require work	Conservation Team						X				X								
Wildlife monitoring	Complete wildlife monitoring projects	Conservation Team				X				X										X
Trees	Complete tree health monitoring activities	Conservation Team				X		X		X								X		X
Café	Retender the café contracts across North London Open Spaces	Development & Partnerships / Operation & Parks	X				X	X	X							X		X		
Income Generation Strategy	Work with colleagues to support development of the Income Generation Strategy with respect to Natural Environment Division, North London Open Spaces and Highgate Wood	Development & Partnerships Team							X							X				
Income stream review	Complete review of existing income streams and charging frameworks for North London Open Spaces and Highgate Wood	Development & Partnerships Team														X	X	X	X	
Income generation / Business development	Create a business development plan for North London Open Spaces and Highgate Wood	Development & Partnerships Team					X	X								X	X	X	X	
Events	Conceive and deliver a holistic events and activities programme that meets visitor needs and is aligned with the Events Policy, eg Forest Schools	Development & Partnerships Team	X				X		X		X		X	X				X	X	
Events	Create a 'lookbook/prospectus' of event spaces on Highgate Wood for events, filming, and weddings.	Development & Partnerships Team					X		X		X	X	X	X				X	X	

Communications	Creation of Communications Plan to encourage positive behaviours on Highgate Wood and promote health and wellbeing benefits of the the park	Development & Partnerships Team				X	X		X	X	X	X			X		
Website	Complete a review and update to the Highgate Wood portion of the website	Development & Partnerships Team					X			X	X						X
Licensing	Explore wedding licensing for Highgate Wood	Development & Partnerships Team				X		X			X		X				X
Fundraising campaigns	Explore fundraising campaigns to support work	Development & Partnerships Team				X		X					X	X	X	X	X
Access to information	Audit availability of digital and physical information from City Corporation-managed information resources to assess public access to information about the park	Development & Partnerships Team	X				X			X	X					X	X
Global City of Sport' Strategy	Review Corporate strategy and examine opportunities for alignment and synergies	Operations & Parks Team	X			X	X	X		X	X		X			X	X
Health & Safety	Create and updated Health and Safety Plan for North London Open Spaces	Operations & Parks Team				X	X	X		X	X	X			X	X	X
Health & Safety	Complete maintenance on vehicles and equipment to ensure H&S requirements are met	Operations & Parks Team				X	X	X		X	X	X			X	X	X
Health & Safety	Complete staff training to ensure H&S needs and requirements are met	Operations & Parks Team				X	X	X		X	X	X			X	X	X
Sports and physical activity	Review existing licenses and booking systems for sports facilities on Highgate Wood	Operations & Parks Team	X		X	X	X	X		X	X					X	X
Fleet	Dispose of non-ULEZ vehicles where possible	Operations & Parks Team							X						X		
Training	Review training needs of Highgate Wood staff	Operations & Parks Team			X		X		X	X	X	X			X	X	X
Access	Complete a self audit of access challenges across Highgate Wood	Operations & Parks Team / Conservation Team	X			X	X	X		X	X					X	X
Visitor survey	Complete a survey of visitor footfall to inform future management of Highgate Wood	Operations & Parks Team / Conservation Team	X	X		X		X	X	X	X		X	X	X	X	X
Signage	Audit on-site signage for accuracy, condition, and clarity, and to direct visitors away from sensitive areas where possible.	Operations & Parks Team / Conservation Team			X	X	X	X	X		X				X	X	X
Stakeholder and user groups	Complete an audit and inventory of all user group agreements	Operations & Parks Team / Conservation Team				X				X	X		X			X	X
Charity Review	Work with colleagues to support the Charity Review with respect to North London Open Spaces and Highgate Wood	Superintendent			X		X		X	X	X	X	X	X	X	X	X
Operational Property Review	Work with colleagues to support the Operational Property Review with respect to North London Open Spaces and Highgate Wood	Superintendent			X	X	X	X			X		X				X
Staff recruitment	Complete recruitment for remaining vacancies for North London Open Spaces	Superintendent	X		X	X	X	X	X	X	X	X	X	X	X	X	X
Highgate Wood Management Plan	Complete update of Highgate Wood Management Plan(s)	Superintendent	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Policies and protocols	Complete inventory and prioritise updates of all policies and protocols across North London Open Spaces	Superintendent	X		X	X	X	X	X	X	X	X	X	X	X	X	X
Community Engagement	Create a 'Community Engagement Toolkit' to guide engagement activities by type, size, subject, etc	Superintendent	X			X	X	X		X	X	X				X	X
Partnerships	Continue to work with external partners and volunteers - including Heath Hands - to support caring for Highgate Wood	Superintendent	X		X	X		X	X	X					X	X	X
Stakeholder management	Continue to engage meaningfully with stakeholders ensure that Highgate Wood management is informed by its community of users	Superintendent	X		X	X	X	X	X	X	X	X			X	X	X
Modernised administrative processes	Support Services Team will interrogate existing administrative processes, update where necessary, and create where needed.	Support Services Team				X	X	X		X	X	X	X				X

Highgate Wood

Woodland Management Plan 2018-2028

March 2018



Highgate Wood Woodland Management Plan 2018-2028

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1. Introduction

Highgate Wood lies between Archway Road and Muswell Hill Road in the London Borough of Haringey. It covers 28 hectares, of which about 24 hectares are ancient oak and hornbeam woodland, most of the rest being amenity grassland. It is owned and managed by the City of London Corporation.

A Conservation Management Plan for the Wood published in April 2013 covered all aspects of the management of the site, but its wide scope did not allow detailed consideration of managing the natural environment. That is what this plan aims to achieve.

The layout of the plan very closely follows the Forestry Commission’s standard format.

2. Vision and Objectives

2.1 Vision

The vision is of a well-structured, ancient semi-natural and biodiverse woodland which is managed to sustain its long-term future whilst maintaining its reputation as a safe environment for informal recreation, enjoyment and education.

2.2 Objectives

1. Maintain the overall character of the woodland as hornbeam coppice with oak standards while increasing the diversity of native trees and shrubs.
2. Increase structural diversity of the woodland, with a wider age range of trees and coppice, a well-developed shrub layer and ground flora and abundant aerial and ground-level dead wood.
3. Maintain the ponds and meadow for wildlife
4. Manage for resilience to present and forthcoming threats, such as tree diseases, climate change and invasive plants and animals.
5. Mitigate damage from compaction and erosion while promoting public access and enjoyment.
6. Continue to survey birds, bats and fungi; monitor the population of oak standards and saplings; and record wildlife sightings.

3. Plan Review – Achievements

This is the first specific woodland management plan for Highgate Wood.

4. Woodland Survey

4.1 Description

Highgate Wood is a mixed deciduous ancient semi-natural woodland on a sandy clay deposit of Claygate Beds. The terrain is relatively flat, but there are slight slopes and undulations throughout as well as several prominent earthworks. The highest point is towards the north of the wood, to the north of a drying spring and drainage-fed stream in a shallow valley that now flows only very rarely after heavy rain. The soil is compacted as a result of over a century of constant foot traffic, and is significantly worse in some areas than others.

The canopy largely comprises mature oak standards and long over-stood statuesque hornbeam coppice. Coppicing was still being carried out into the late 1800s, but none was undertaken between the end of the First World War and the 1970s. Both native oak species are present as standard trees, but sessile is much less numerous than pedunculate oak. Both species are suffering from Oak Decline, which has been monitored since 2010. About 12-13 trees are lost annually, or about 1% of the approximately 1154 oak standards in the wood (counted in 2018).

Other trees and shrubs present, many of them planted, include beech, hawthorn (some very old), wild service, wild cherry, small-leaved lime, rowan, silver birch, white willow, hazel, yew, alder buckthorn, holly and goat willow. Ash, elm, field maple and blackthorn are present in smaller numbers. Other trees which have been planted include horse chestnut, European lime, sycamore and Norway maple; many of these are very large old trees now. Some exotic conifers were planted in several places in the early 1970s.

There is relatively little tree regeneration as the canopy is dense in much of the wood. However, where the canopy is thinner and in canopy gaps, such as where oaks are declining and in Conservation Areas, hornbeam, birch, rowan, wild cherry, beech, and goat willow are regenerating, with oak regeneration more limited. Young trees, especially hornbeams, are being severely damaged or killed by grey squirrels stripping bark.

Dead wood habitats are abundant, both aerial and on the ground. The shrub layer is quite well developed in some of the wood but largely absent in other areas, variously due to a dense tree canopy, heavy public use and soil compaction. Bramble and holly are abundant; the latter is selectively controlled. Two hedges have recently been planted.

The ground flora is sparse in much of the wood, although a good range of native species is present, some of them introduced over the past 30 years or so. In spring an excellent display of native bluebells can be enjoyed, and other woodland species which can be found include wood anemone, wild daffodil, lords and ladies, scaly male-fern, primrose, remote sedge, wild garlic and wood and pendulous sedges. Ivy is abundant. The fungi of Highgate Wood have been well studied and documented since 1994, and about 500 species identified, many of which are associated with old trees and some of which are quite rare.

A programme of creating Conservation Areas every 5 years commenced in 1977 and is continuing (see Map 1). The objective is to reduce high canopy coverage to encourage tree regeneration, benefit mature oaks, encourage ground cover and the shrub layer, and to create new hornbeam coppice and pollards. Within these areas selected trees, mostly hornbeam, are coppiced or, occasionally, pollarded. The areas are initially fenced, with the fence being removed after 10 years, although it has been retained in a couple of instances. The first Conservation Areas were small, but their extents have been increased and the 9th and most recent, created in winter 2016/7, covers 0.8 hectares. The total extent of Conservation Areas is currently three hectares.

The wood attracts a diversity of bird species, and at least 28 species breed here regularly. Seven species of bat have been recorded and there have been roosts in many of the oaks. Bat and bird boxes provide additional roosting and nesting places and enable bat populations to be monitored. Regular moth trapping sessions have identified nearly 400 species between 1985 and August 2017.

4.2 Information

Highgate Wood has been designated as Metropolitan Open Land in the Mayor of London's Local Plan, and is also recognised as a Site of Metropolitan Importance for Nature Conservation by the Greater London Authority.

The following protected and/or UK BAP Priority species have been recorded in Highgate Wood:

European Protected Species				
Feature		Within woodland	Compartments (See fig. 2)	Notes
Bats	Common Pipistrelle	yes	many	
	Soprano Pipistrelle	yes	many	
	Brown Long-eared	yes	unknown	
	Daubenton's	yes	5	
	Noctule	yes	many	
	Leisler's	yes	2,14	
	Natterer's	yes	many	

UK Priority Species				
<u>Birds</u>	Lesser spotted woodpecker	yes	2, 13	UK BAP. No record in last couple of years
	Firecrest	yes	5	WCA Schedule 1 1 recent record only
	Redwing	yes	many	WCA Schedule 1
	Song thrush	yes	many	UK BAP
	Dunnock	yes	2, 3	UK BAP
<u>Mammals</u>	Hedgehog	yes	4, 5, 8	UK BAP
<u>Amphibians and Reptiles</u>	Smooth newt	yes	1, 8, 11	WCA Schedule 1
<u>Plants</u>	Bluebell	yes	many	WCA Schedule 8. Especially in the north of the wood
<u>Fungi</u>	Zoned rosette <i>Podoschrypha multizonata</i>	yes	many	UK BAP
<u>Invertebrates : Moths</u>	Shoulder-striped wainscot	yes		UK BAP

	Rosy minor	yes		UK BAP
	Rustic	yes		UK BAP
	Blood vein	yes		UK BAP
	Mullein wave	yes		UK BAP
	Small phoenix	yes		UK BAP
	White ermine	yes		UK BAP
	Buff ermine	yes		UK BAP
	Garden dart	yes		UK BAP
	Small square-spot	yes		UK BAP
	Oak hook-tip moth	yes		UK BAP
	Lunar yellow underwing	yes		UK BAP
	Mouse moth	yes		UK BAP
	Grey dagger	yes		UK BAP
	Mottled rustic	yes		UK BAP
	Small emerald	yes		UK BAP
	Brindled beauty	yes		UK BAP
	Powder quaker	yes		UK BAP
	Toadflax brocade	yes		UK BAP
<u>Invertebrates</u> <u>: other</u>	Stag beetle	yes		UK BAP

The following additional London or Haringey BAP Priority species have been found in Highgate Wood:

Wild service tree Haringey BAP
Native goldenrod Haringey BAP

4.3 Habitat Types

Feature	Within woodland	Compartments	Notes
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Ancient semi-natural woodland	Y	All except meadow (Compartment 15)	
Oak/Hornbeam woodland	Y	All except meadow (Compartment 15)	
Lowland meadow	N	15	Small area of sown wild flower grassland
Wetland habitat	Y	1	Pond

4.4 Structure

Woodland type	Percentage of management plan area	Age structure	Notes
Native broadleaves	95	Even aged	Understorey present in about half the wood, natural regeneration present, especially hornbeam.
Conifers	5	Even aged	Single or small groups of conifers present in several areas of the wood.

5. Protection

5.1 Risk Matrix

This section lists actual and potential risks to the Wood, and for each the likelihood of its presence, its actual and potential impact, and planned action to manage the threat.

5.2 Plant Health

Threat	Oak Processionary Moth
Likelihood of presence	Very high; present in neighbouring wood.
Impact	High: major impact on public health and access to the wood
Response	Monitoring. Follow FC guidelines

Threat	Chronic oak decline
Likelihood of presence	Present

Impact	Significant decline in veteran oaks
Response	Monitoring. Promoting trees, for example by reduction in canopy competition. Encouraging oak regeneration and planting new oak trees.

Threat	Oak mildew
Likelihood of presence	Present
Impact	Drastically reduces regeneration
Response	None

Threat	Sweet chestnut blight
Likelihood of presence	High (present in south London)
Impact	Relatively low due to small numbers
Response	Follow FC guidelines

Threat	Ash dieback
Likelihood of presence	High: present in near-adjacent woodland
Impact	Low due to small numbers of ash present
Response	None

5.3 Deer

Threat	Muntjac
Likelihood of presence	Has been sighted. Present at most in very small numbers
Impact	None
Response	None

5.4 Grey Squirrels

Likelihood of presence	Present in high numbers
Impact	High. Very serious bark stripping, especially on young growth, resulting in misshapen trees, tree death, and high canopy branch failure. Competition for habitat with hole nesting birds and bats.
Response	Culling. Culling in spring and summer 2017 may have caused the reduced numbers observed and was restarted in winter 2018.

5.5 Water and Soil

Threat	Compaction
Likelihood of presence	Present. Much of the soil in the wood is compacted.
Impact	High. Serious existing impacts on health of trees, shrubs and ground flora, fungi, and soil microorganisms.

Response	See item 5.8, people and dogs.
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Threat	Lowering of water table
Likelihood of presence	Present. Reduction in spring water and reduced flow.
Impact	Moderate. Drought has accentuated decline in oaks by old spring lines..
Response	None.

5.6 Environmental: Air Pollution

Likelihood of presence	High
Impact	Unknown. Ongoing research by student.
Response	Maintain tree health and resilience

5.7 Climate Change Resilience

Threat	Increasing temperatures and other weather extremes
Likelihood of presence	High
Impact	Decline in mature trees, flora and fauna.
Response	Increase species diversity of trees and shrubs.

5.8 Other Risks

Threat	People and dogs
Likelihood of presence	Present in high numbers. Visitor numbers are increasing in general, and especially by play groups and educational visitors etc.
Impact	High: compaction (see above), damage to plants and fungi, and disturbance to wildlife, especially birds.
Response	While maintaining public access to the majority of the woodland, prohibit or dissuade entry to selected areas through permanent and (mostly) temporary fencing and dead hedging, and placing impediments to access such as logs and laid trees. Maintain footpaths. Consider erecting signage and changing path surfaces and routes if required. Consider further ways to focus access onto particular high-use areas.

Threat	Potentially damaging invasive plants
Likelihood of presence	High: present (e.g. laurel) and present recently (Japanese knotweed)
Impact	Low at present, but potentially high (e.g. Japanese knotweed and <i>Crassula helmsii</i>)
Response	Monitor. Control when necessary.

6. Management Strategy

Management Objective	Management Intention
<p>1. Maintain the overall character of the woodland as lapsed hornbeam coppice with oak standards while increasing the diversity of native trees and shrubs.</p>	<p>The overall character of hornbeam coppice with oak standards will be maintained by:</p> <ul style="list-style-type: none"> • Retaining and promoting the great majority of existing oak standards, and thinning around a proportion to reduce competition. • Existing seedling and sapling oaks will be promoted, for example by clearing vegetation around them, cutting back nearby trees to encourage young trees to thrive, and thinning regeneration where necessary. • Increasing the number of young oaks by both natural regeneration and planting. For the latter, seedlings or acorns will be sourced from Highgate Wood or Hampstead Heath and grown on locally, but it may be necessary to also buy in new stock. • Retaining the majority of the existing lapsed coppiced hornbeam, and especially the finest specimens. Where hornbeams are to be felled, they will mostly be coppiced. Some trees have little potential to re-grow from the base, in which case pollarding may be tried instead. • Regenerating hornbeam by thinning and coppicing patches of naturally regenerating hornbeam saplings. These will subsequently be managed in a regular coppice cycle. <p>The diversity of trees and shrubs will be increased by:</p> <ul style="list-style-type: none"> • Planting further suitable native trees and shrubs, including some which are currently uncommon in the wood. Possible species include small leaved lime, wild service, hazel, hawthorn, spindle and alder buckthorn.

	<ul style="list-style-type: none"> Continuing with the programme of creating new Conservation Areas, and creating new or expanding existing smaller canopy gaps. These and existing gaps will provide suitable sites for tree and shrub planting. New Conservation Areas will be created at 5 year intervals, but this rate will be kept under review and will necessarily decrease in the longer term as more of the woodland is managed. <p>Figure 3 indicates were the next Conservation Areas and other works are planned.</p>
<p>2. Increase structural diversity in the woodland with a wider age range of standard trees and coppice, a greater number of pollarded trees, and a better-developed shrub layer. Maintain high quantities of aerial and ground-level dead wood.</p>	<p>This will be achieved by:</p> <ul style="list-style-type: none"> Encouraging natural oak regeneration and planting native trees and shrubs (see Objective 1 above). Establishing new coppice of hornbeam (see Objective 1 above) and hazel. Pollarding more trees, especially hornbeam which would otherwise need to be felled in Conservation Areas or other areas where canopy gaps are to be created. This has two advantages. Firstly, it creates additional habitat variety. Secondly, it preserves hornbeam stools which would otherwise be lost. Hornbeams which have epicormic shoots at 1-3 metres are the most suitable for pollarding. Although pollarding does not accord with the historic character of the wood it is considered that this is the optimum way of retaining as many original stools as possible. Creating monoliths (dead standing trunks) where trees, especially oaks, would otherwise need to be felled entirely.
<p>3. Maintain the ponds and meadow for wildlife.</p>	<ul style="list-style-type: none"> Control tree growth around the ponds Cut or pull areas of grass in the meadow, and invasive plants such as bramble and creeping thistle as required.

	<ul style="list-style-type: none"> • Create bare areas close to yellow rattle seed-heads to ensure regeneration by this annual plant
4. Manage for resilience to present and forthcoming threats, such as tree diseases, climate change and invasive plants and animals.	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • Increasing the diversity of native trees and shrubs (see Objectives 1 and 2). • Promoting tree health by ensuring good growing conditions, e.g. by reducing or thinning selected trees to increase space and light for others. • Continuing to control grey squirrels by trapping. • Monitoring tree health. • Eradicating or managing invasive plants.
5. Mitigate damage from compaction and erosion due to visitor activities whilst promoting public access and enjoyment	<ul style="list-style-type: none"> • Leaving fences or dead-hedges around Conservation Areas and elsewhere for as long as is acceptable. • Laying trees where possible across shortcuts and along path edges.
6. Continue to survey birds, bats, fungi; monitor the population of oak standards and saplings; and record wildlife sightings.	<p>This will be achieved by:</p> <ul style="list-style-type: none"> • Continuing the programme of monitoring oak canopy decline which was initiated in 2010. Re-survey will be carried out at minimum every 2 years. • Continuing with other existing surveys and record keeping.

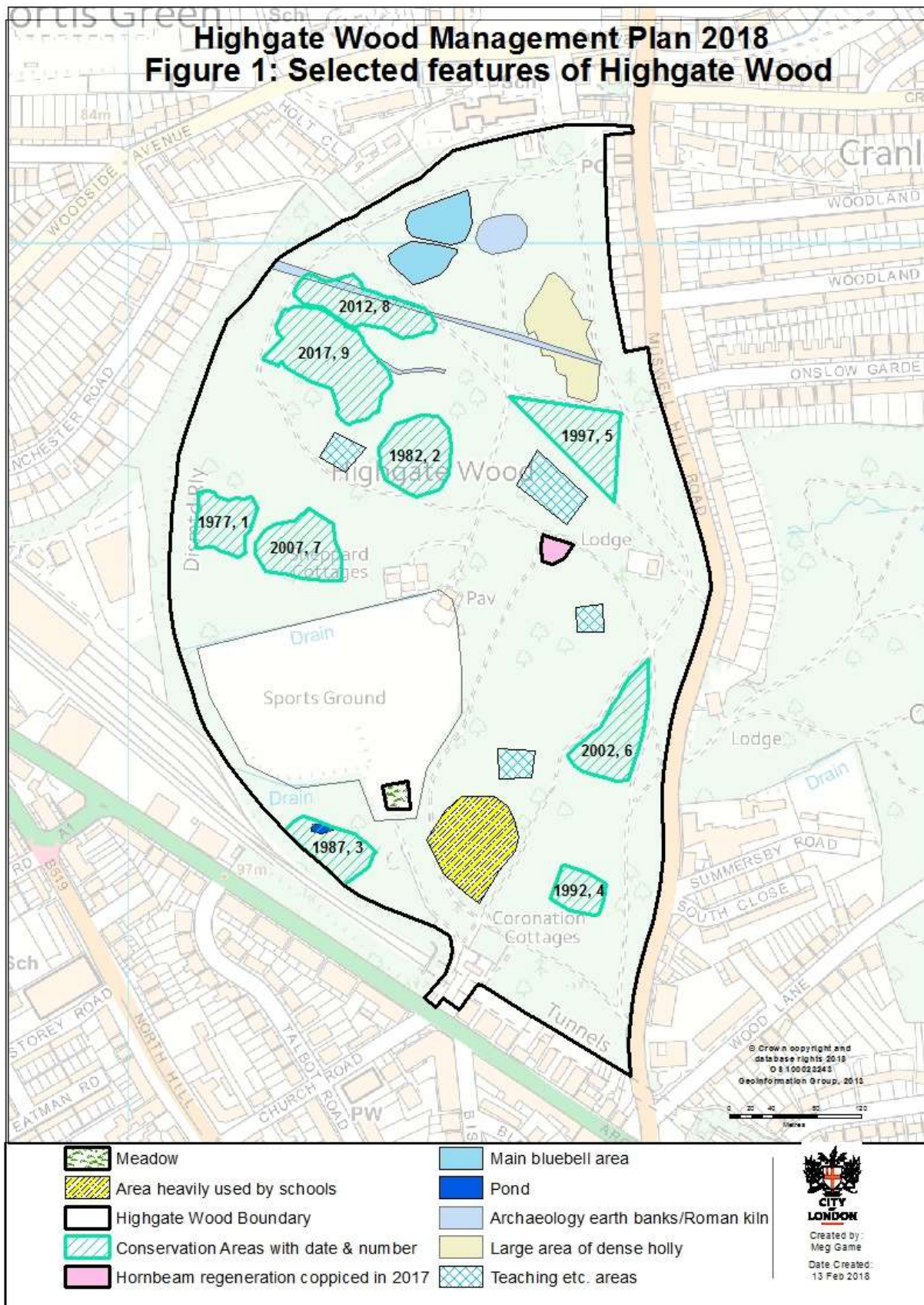
7. Stakeholder Engagement

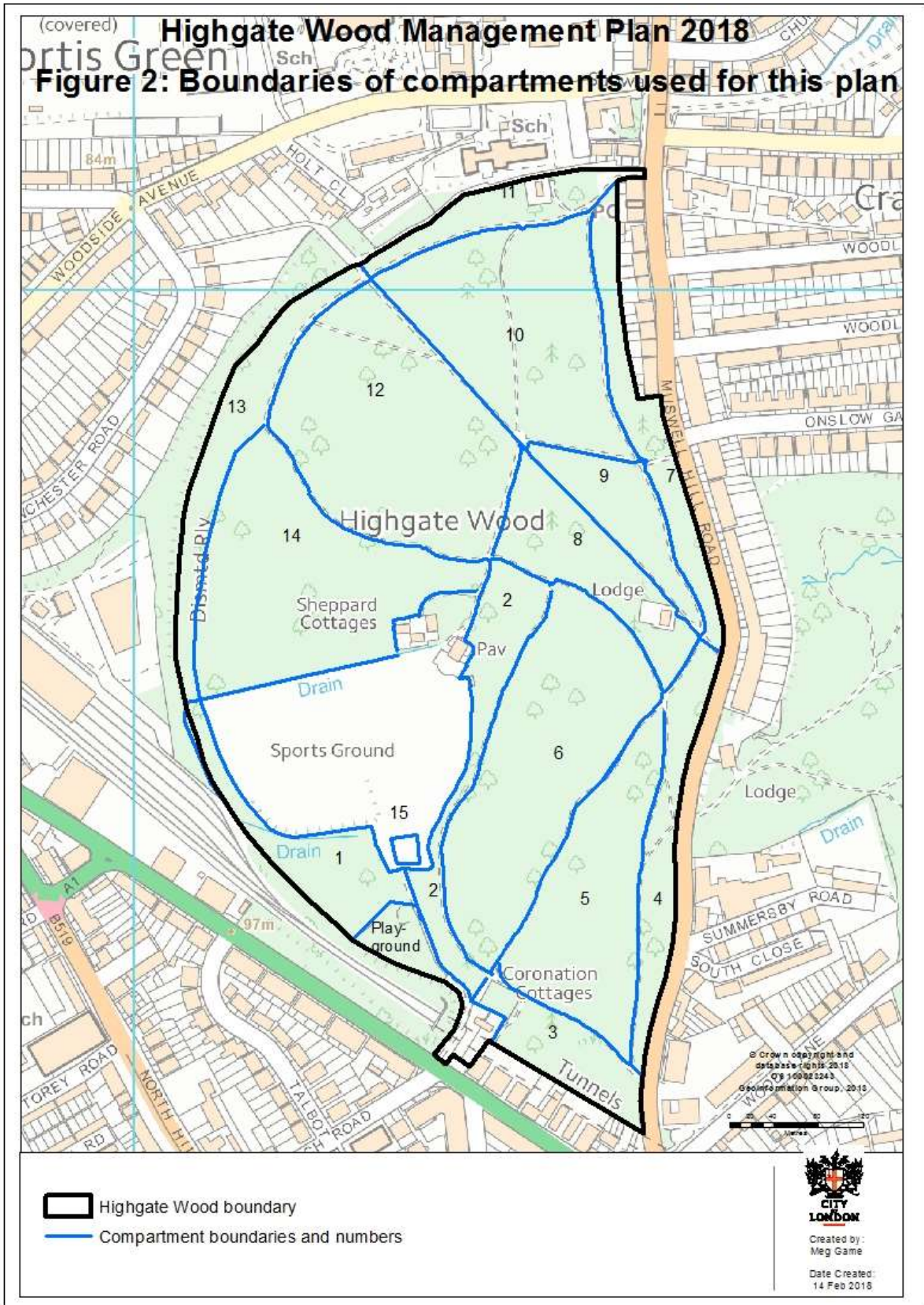
This will be achieved by making local people aware of the draft plan, providing copies, and inviting comments, for example by placing notices near main entrances to the wood, through dialogue with users and user groups and through social media.

8. Monitoring

Management Objectives/Activities	Indicator of Progress/Success	Method of Assessment	Frequency of Assessment	Responsibility	Assessment Results
Increase the diversity of native trees and shrubs and the structural diversity of the wood	Average of 25 trees or shrubs planted annually; replanting of failures	Field survey	Annually	Staff	
Maintain the ponds and meadow	Pond not over-shaded; lady's bedstraw, yellow rattle and black knapweed frequent in meadow	Assess need for management; carry out work	Annually	Staff	
Resilience to threats	Trees surveyed for OPM and sweet chestnut blight, and appropriate measures taken	Survey all oak and sweet chestnut trees	Annually	Staff or outside contractor (OPM)	
Mitigate compaction and erosion	Further use of natural barriers	Survey	Quarterly	Staff	
Survey and maintain owl and bat boxes; survey oak standards and saplings; record wildlife sightings	Bat and bird boxes monitored and repaired; ¼ of oak standards surveyed for decline; oak saplings surveyed; wildlife sightings recorded	Survey	Annually for boxes; biennially for oak decline and oak saplings; as required for wildlife sightings	Staff	

Appendix 1: Figures





Highgate Wood Management Plan 2018
Figure 3: Selected specific management proposals



- Meadow
- New Conservation Areas with date; all boundaries indicative
- New hornbeam pollarding/coppicing
- Potential for coppicing hornbeam regeneration & planting trees
- Existing Conservation Areas

CITY OF LONDON
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 Meg Game
 Date Created:
 22 Feb 2018

Appendix 2: Compartment Descriptions and Management Plans

Items Applying to the Wood as a Whole

All compartments except the Meadow, Compartment 14, contain mature hornbeam and oak (mostly English Oak, *Quercus robur*); this is not stated individually, to avoid repetition. All except the meadow also contain holly.

Several management tasks apply generally throughout the wood, and are not listed individually by compartment unless of special note. These include:

- Planting native trees and shrubs in suitable canopy gaps
- Promoting veteran trees, e.g. by thinning around them to reduce competition
- Recording and monitoring of flora, fauna and fungi.
- Carrying out the continuing surveys of oak decline and young oaks every other year.
- Maintaining owl and bat boxes.
- Controlling invasive plants, mostly non-natives such as laurel, but also selected native species, such as holly and ivy in the woodland and bramble and creeping thistle as necessary in the wildflower meadow. Holly is relatively invasive and is abundant in the wood; it can become too dominant if not managed, shading out ground flora, other shrubs and tree regeneration. Ivy can restrict ground flora and, although ivy in trees is a valuable wildlife habitat, it can imperil trees if it grows into the canopy. Bramble creates important habitat in the woodland, but could quickly come to dominate the wild flower meadow.
- Monitoring and control, where possible, of pests and diseases. This includes control of grey squirrels, which have greatly increased in recent years and are causing severe damage to trees by stripping bark. Many young trees and regenerating coppice have been affected so badly that they have become very deformed or have even died; hornbeam and beech are particularly affected. Without squirrel control it is impossible to maintain a healthy woodland, with young trees growing up to replace the mature oak trees and hornbeams when these eventually decline and die.

Descriptions and Specific Management by Compartment

In order to describe the wood in more detail and to outline the intended specific management proposals, it has been divided conceptually into 15 compartments. The main paths have been used as boundaries for these, as indicated in Figure 2 below.

Appendix 2 provides a basic description of each compartment and its intended management. Some of the main management projects are indicated on Figure 3.

General Management

Cpts	Prescription	Year(s)
All	Control invasive native and non-native plants where required	All
All	Maintain fences and dead hedges	All
1-14	Continue surveys of oak decline and oak regeneration	Every second year: 2018, 2020, ...
1-14	Thin around young oaks and other desirable trees and shrubs	All
1-14	Plant trees and shrubs where there are suitable canopy gaps	All
1-14	Control grey squirrels	All

Specific management by compartment

Cpt	Description	Management	Year(s)
1	<p>This compartment contains Conservation Area 3, created in 1987, which is permanently fenced, and within which are two ponds. This area contains the largest concentration of young and early mature oaks in the wood, with 63 oaks with a dbh of 6 to over 26 inside and to the north of the area; many are developing well. Other species include birch, 1 sweet chestnut, 1 wild service, cherry and rowan. Hornbeam regeneration is not very prevalent, but some trees are developing well on the western side of area.</p> <p>Outside and to the west of the Conservation Area is a group of young beech, hornbeam and birch under which planted wild flowers and diverse fungi grow. The strips along the field edge and to the north-west contain a mix of planted trees and shrubs, maturing well. The strip to the north-west contains a line of mature white willows, mostly decaying, and other, younger, trees. North of and opposite the playground fence are a line of relic laid hornbeam.</p>	Within Conservation Area 3; continue to thin and control tree growth around the ponds.	As required
		Within Conservation Area 3; remove excessive pond weed, leaves and silt when required.	As required
		Within Conservation Area 3; continue to thin around selected young oaks and other well-developing trees. Control ivy.	As required
		Along the strip parallel with field edge; coppice hazel and other species.	2019 then about every 10 years
		Along field edge; continue to control ivy, monitor willows, reduce and thin around selected trees, maintain hedging and fencing along boundary and cut back bramble from area planted with bulbs (the Field of Hope).	As required
		Near café, between the 2 areas previously fenced and planted; build more robust dead hedging, similar to those used to protect bluebells in compartment 10, and plant shrubs.	2018

	Together with the adjacent playground the compartment contains 23 veteran oaks and 30 veteran hornbeams of notable stature		
3	This is a dense area, with abundant holly, bramble and ivy, which help screen the adjacent properties along Archway Road. The canopy includes conifers, such as fine silver firs to the east, and cedars, and pines to the west, There is also a mature European lime and some young ash. There are relatively few hornbeams compared with some other parts of the wood. 15 dead oak trunks add to the habitat diversity. An exceptionally large hawthorn grows next to the garage of 2 Coronation Cottages. The area is popular with birds due to its lack of disturbance and density of vegetation. The compartment contains 25 veteran oaks and 19 veteran hornbeams of notable stature.	Maintain current character.	As required
		Promote unusual hawthorn tree.	As required
4	The edge of this compartment slopes down to the adjacent road. There are quite a variety of planted trees, many of them large and over-mature, including horse chestnut, wild cherry, ash, European lime and elm, the latter possibly a hybrid. Several young oak trees are present near New Gate. Holly forms an understorey in parts, and helps shield the wood from the road; hazels and other shrubs have been planted, and introduced native daffodils are doing well here. The compartment contains 21 veteran oaks and 51 veteran hornbeams of notable stature.	In the longer term, consider removing some of the shade-producing horse chestnut trees, and re-planting with native trees and shrubs.	Beyond timescale of this plan
5	This compartment contains 2 conservation areas.	Within Conservation Area 4; gradually thin out a proportion of rowan and birch to encourage	2018 to 2020

<p>Within Conservation Area 4, created in 1992, there are 10 young oak trees, mostly self-seeded and not very robust, 4 planted wild service trees, only one of which is thriving, a tall, well-maturing planted sweet chestnut and 2 tall maturing wild cherry. This area has the highest density of thriving planted hazel in the wood (27 trees). Hornbeams are barely present in this area. Self-seeded birch (26 trees) and rowan (30 trees) dominate the area</p> <p>Conservation Area 6, created in 2002, at the northern tip of the compartment, is relatively open due to ongoing management. Coppiced and pollarded hornbeams have been re-cut regularly to allow light to the 9 oak standards that were planted within the site, 6 of which are thriving, plus 1 sapling doing well. This area has the best survival rate of hornbeam coppice/pollard of all the Conservation Areas. It also contains self-seeded goat and grey willows, silver and downy birch, rowan, transplanted and planted wild service and wild cherry, and 2 elms planted recently which are resistant to Dutch Elm Disease. A hedge was planted and laid along the perimeter, which mainly consists of hawthorn, but also contains hazel, crab apple, field maple, and spindle. Bramble is controlled to promote the ground flora. Naturally occurring flora includes pendulous, wood and remote sedges, and introduced species include greater stitchwort, red campion, bluebell, wild daffodil and foxglove. An area of wet-loving vegetation, especially sedges and <i>Polytrichum</i> moss, grows where there are localised seepages.</p> <p>One of the best wild service trees and the largest lapsed hornbeam coppice in the whole wood lie just to the south of the area.</p>	more hornbeam and other species.	
	Around Conservation Area 6; continue to maintain a living hedge by allowing light to the base of hedge and supplement with dead hedging where required to prevent paths across site.	As required
	Within Conservation Area 6; plant more shrubs in gaps in living hedge line, including more hawthorn and crab apple.	As required
	Within Conservation Area 6; continue to control bramble, and promote ground flora and oaks by thinning goat willow, birch and rowan	As required
	Within Conservation Area 6; re-coppice and re-pollard some of the hornbeams every 10-20 years, and cut them back from oaks regularly.	As required
	Create a Conservation Area in the middle section of the compartment, where the ground is currently bare.	Beyond the timescale of this plan
	Continue to promote oaks in south-east corner and in Conservation Areas 4 and 6.	As required

	<p>The middle section, between the two Conservation Areas, is somewhat bare.</p> <p>Numerous oak seedlings grow amongst bramble in the south-east corner. A horse chestnut tree was cleared here to promote these.</p> <p>The compartment contains 82 veteran oaks and 71 veteran hornbeams of notable stature.</p>		
6	<p>The southern section of this compartment is heavily used by schools, amenity groups and people cutting across to other paths. It is largely bare, with little ground flora or shrub layer. There are two large notable beech in this section and storm damaged oaks, some in decline.</p> <p>The middle section of this area contains one of the highest densities of young hornbeams, due to management in the 70's and 80's to fence off small areas. It also contains a grove of 10 oaks planted in the early 70's that are doing well, plus two mature wild service trees in this area, one large sweet chestnut, and 11 notable veteran birch trees.</p> <p>The northern end of the compartment is also getting trampled through heavy use by visiting groups of children.</p> <p>The compartment contains 122 veteran oaks and 78 veteran hornbeams of notable stature.</p>	Create a new conservation area in the southern section, to regenerate this declining and relatively lifeless area. This will entail reducing the canopy, planting new trees and shrubs, and fencing.	2022
		In central area, coppice groups of young hornbeam in stages, creating coppice areas with light around young oaks to promote them.	2018 onwards
		Continue to thin the grove of oaks in the centre of the compartment.	As required
7	<p>This area, parallel with the road and houses' gardens, has a varied tree structure and species diversity. There is much ivy and bramble, with some bare ground. Ground flora includes wood anemone, lords and ladies, and bluebells.</p> <p>There are 3 mature European limes, 1 very large Norway maple,</p>	Monitor elms for Dutch Elm Disease.	All
		Control Norway maple seedlings.	All

	<p>and a group of elms to the south of Onslow Gate. To north of Onslow Gate are 5 very tall mature silver fir and mature and young blackthorn. Further north is a scattering of various conifers of different sizes, a mature beech, and old hazels and hawthorns.</p> <p>The compartment contains 24 veteran oaks and 41 veteran hornbeams of notable stature</p>		
8	<p>The western half has a variable shrub layer: bare; or dense holly; or with good hazel, bramble and alder buckthorn in a canopy gap. An excellent dense shrub layer at the southwest corner provides good visual distinctiveness and habitat variety, with 2 young and sapling oaks. There is a patch of young hornbeams along the western edge. In the centre, there is a Wild Learning/Forest School area, where ground is largely bare and heavily trampled.</p> <p>In the eastern half, there is an old but not very robust wild service tree. Holly is abundant, with much ivy and some bare ground. Around the Lodge are a planted mixture of conifers and an early mature beech.</p> <p>The compartment contains 48 veteran oaks and 18 veteran hornbeams, of notable stature.</p>	Area for possible pollarding of hornbeams near NW corner.	2018/19
		Reduce canopy of trees and shrubs near young oak to encourage growth	As required
		Possible area for glade creation in eastern half.	2021/22
9	<p>The western half consists of Conservation Area 5, created in 1997, which is now relatively dense, but with much ivy, and holly was beginning to dominate, so it has recently been reduced in an area in the middle. Good mixed tree ages and species, with 4 early mature wild cherries and several</p>	Within Conservation Area 5 control holly and ivy and re-coppice some hazel and bird cherry every 10 years or so.	As required
		Within Conservation Area 5 re-coppice hornbeams throughout the area.	As required

	<p>planted bird cherries, as well as self-seeded rowan, birch, and goat willow. Hornbeam regeneration is good throughout, but with many young trees recently stripped and killed.</p> <p>In the eastern half, a canopy gap has recently been created by storm damage, and some holly cleared to make way for planted oaks. Otherwise, the ground is heavily shaded and mostly bare.</p> <p>The compartment contains 26 veteran oaks and 18 veteran hornbeams of notable stature</p>	<p>Within Conservation Area 5 plant 10 more oaks and 5 or more wild service trees grown from seed from trees on Hampstead Heath, as well as hawthorn and hazel.</p>	2018
10	<p>This compartment includes a fine area of native bluebells, enclosed by dead-hedges, with access to view from a path through the middle, in which holly has been lifted and controlled and ivy kept low.</p> <p>There are many well-spaced large veteran oaks in this area, some of which were photographed in the early 1900s and are still thriving.</p> <p>Three very large mature bundle-planted beech trees grow in a line to north of drinking fountain, with much beech regeneration, including 2 more notable single stem trees. The shrub layer is variable, and there are several old hawthorns.</p> <p>There is a large area of dense holly to the south-west.</p> <p>The compartment contains 85 veteran oaks and 107 veteran hornbeams of notable stature.</p>	<p>Maintain bluebell area as at present, controlling bramble and holly and renovating dead hedge when required.</p> <p>Create new Conservation Area in 2022 in area of dense holly.</p>	<p>As required</p> <p>2027</p>

11	<p>The eastern end contains a good species diversity of; several robust planted hazels and alders, early mature ash, Scots pine, beech, larch, maturing planted red oaks, a very tall silver fir, and a notable old hawthorn. The ground is covered by dense bramble and ivy.</p> <p>In the central section, there is abundant holly, but also lots of young yew coming up. There are 5 veteran wild cherries of notable stature.</p> <p>The western end contains 1 mature and 2 early mature beech, some elder, field maple and beech regeneration, and herb bennet covers the ground where storm damage has let in more light. The ground is bare in more shaded places.</p> <p>The compartment contains 10 veteran oaks and 20 veteran hornbeams of notable stature</p>	<p>There are several uninspiring hornbeams at western end, although one has <i>Ganoderma lucidum</i> at the base. These could be coppiced to create a glade.</p>	2023
		<p>Continue to control ivy on some trees</p>	As required
12	<p>This compartment contains three Conservation Areas.</p> <p>Holly dominated much of the understory in the southwest of Conservation Area 2, created in 1982, but some has recently been laid, and 2 oak saplings planted. There is excellent hornbeam regeneration to the south and west, that is being thinned. A ring of oaks, some non-native, were planted in 1986 as a centenary celebration. 20 young oaks are maturing.</p> <p>Conservation Area 8, created in 2012, remains fenced (2018). It encloses a length of earthworks. The canopy is relatively open in the western half, where several hornbeams were coppiced, and the ground is covered in a dense layer mostly of bramble, providing useful habitat. There is more tree</p>	<p>Within Conservation Area 2; reduce tall holly group to south of area to increase light.</p>	2018/19
		<p>Within Conservation Area 2; continue to thin/coppice hornbeams, especially damaged ones.</p>	As required
		<p>Within Conservation Area 2; continue to control holly and ivy.</p>	As required
		<p>Within Conservation Area 8; remove any tree regeneration on the main part of the earthworks.</p>	As required
		<p>Within Conservation Area 8; retain fence around entire area until 2023, while encouraging growth of laid material to reduce access when fence is removed.</p>	As required
<p>Within Conservation Area 8; continue to transplant young wild service trees from the earthwork</p>	As required		

	cover in the western half, and the ground is bare. Young trees have been laid along the northwest boundary, and 8 hornbeams were recently laid at the northern boundary to the area, in order to reduce compaction and trampling in future. The area contains 2 wild service trees of notable stature.	and into areas to north and south.	
	<p>To the northwest of the area is a section of wood where some hornbeam were coppiced and reduced, and some wild service seedlings have been planted.</p> <p>Conservation Area 9 was created in early 2017, and works were continued into 2017/18. There has been extensive coppicing and grubbing of holly and 18 hornbeams have been coppiced and 4 reduced, and 6 beeches coppiced and 1 pollarded in order to open the canopy. Holly and other trees have been laid along the northern and southern edges of the area to create a living barrier to supplement some artificial fencing. The area contains several veteran oaks of notable stature, as well as 2 early mature oaks.</p> <p>The compartment contains many very wet patches that could be sites of springs, including an old spring that used to flow regularly, but is now dry, likely due to the influence of a pumping station just outside the northwest side of the wood.</p> <p>The compartment as a whole contains 142 veteran oaks and 77 veteran hornbeams of notable stature</p>	Within Conservation Area 8; reduce some of the hornbeams on the eastern side of the area	2019/20
		Within Conservation Area 9; plant oak, small-leaved lime, wild service, hazel, hawthorn and possibly other shrubs.	2018
		Within Conservation Area 9; continue to control holly and laurel.	As required
		Within Conservation Area 9; maintain laid and dead-hedged fencing.	As required
	Outside the conservation areas dig 1-2 scrapes in damp areas.	2019	
13	At the northern end, there are several very old hawthorns along the path edge, 1 mature tall beech and 1 tall veteran wild cherry, which is near the sign for the	Monitor 2 important oaks: one is the largest and most impressive English oak in the wood, and the other is an important Noctule mating roost tree	As required

	<p>earthwork, which is clearly visible here.</p> <p>In the central section, one of the biggest and most impressive oaks in the wood grows by an old stream bed, where there are also some remnant wood anemones and planted hazel.</p> <p>Further south is one of the largest veteran hollies, an area of early mature oaks, and some regeneration of oak, hornbeam, beech, cherry and rowan. Otherwise the ground is either bare or covered in ivy. Several old hawthorn and guelder rose still survive here. Further along, in the southern section is another important oak in the middle of the path which contains an old Noctule bat roost. The ground is very bare, but interesting fungi have been found here.</p> <p>The compartment contains 40 veteran oaks and 34 veteran hornbeams of notable stature.</p>	<p>Potential for coppicing a few uninspiring hornbeams in the very southernmost section, being mindful of and not too close to the oak with a bat roost</p> <p>Pollard the large hornbeams on the visible section of the earthwork, by the sign, so they do not uproot in the long term.</p>	<p>2020/21</p> <p>2019/20</p>
14	<p>This compartment contains 2 conservation areas, and the highest density of mature oaks in the wood. The north-west is dense with holly and young trees developing under a largely oak, rather than hornbeam, canopy. Conservation Area 1, created in 1977, was cleared, apart from one mature oak, and planted with oaks, many of which are now badly stripped and have damaged crowns as a result; some have died from honey fungus. 33 young oaks survive. This area contains a good density of maturing</p>	<p>Within Conservation Area 1; thin around selected trees, coppice some hornbeam, and control spread of ivy</p> <p>Around Conservation Area 7; Keep fence up indefinitely, to protect both the bee hives and bird boxes, and maintain fence by filling paling gaps with holly and replacing posts as they rot. Consider planting more hedge plants along fence line where light allows.</p>	<p>2018 onwards</p> <p>As required</p>

	<p>hornbeams, with scope for future coppicing. Self-seeded birch and goat willow are doing very well, and there is a good population of fungi associated with birch, including fly agaric and <i>Russula</i> spp. Other species thriving include wild cherry, yew, and beech. This area has not been intensively managed or thinned, as an experiment to compare with other Conservation Areas, but management now might be beneficial.</p> <p>Conservation area 7 was created in 2007. Hornbeams on the western side and southern edge were coppiced, but only one survived. Three were pollarded and have survived. There is very little hornbeam regeneration inside this area. 4 planted oaks and 3 planted wild service trees are growing well just inside and outside the gate into the area. The northwest corner of the area was left alone but fenced to protect a very large oak with owl boxes on it used by tawny owls and kestrels. A hedge was planted on the south-west edge of the oak. Bee hives were introduced into the area in 2016.</p> <p>Several hornbeams were felled and hazel planted in an area to the south of Conservation Area 1.</p> <p>Crab apple, hazel and hawthorn were planted along the field edge at the southern boundary of the compartment.</p> <p>The compartment contains 170 veteran oaks and 83 veteran hornbeams of notable stature.</p>	<p>Within Conservation Area 7; continue to thin around developing oaks and wild service trees and hedge, and coppice self-seeded trees to south of the bee hives.</p>	As required
		<p>Within the area to the south of Conservation Area 1, coppice hazel, and re-coppice every 10-20 years</p>	2018 onwards
		<p>Continue to cut holly back from field edge to maintain a sunny bank as continued habitat for mining bees.</p>	As required
15	<p>This meadow was sown with native wild flower seeds in 2012. Flowers such as black knapweed, yarrow, creeping thistle, hedge and lady's bedstraws and yellow rattle grow amongst the grasses. The wild flowers provide good</p>	<p>Control any bramble and reduce creeping thistle if it becomes invasive. Lift and pull out grass around wild flowers, making sure that grass is reduced around some yellow rattle seed-heads.</p>	As required

	nectar to bees and other invertebrates.		
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Highgate Wood Conservation Management Plan

Prepared by LUC
January 2013

LUC SERVICES

Environmental Planning
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Executive summary

Highgate Wood comprises 28 hectares of ancient woodland set within the dense urban surroundings of the London Borough of Haringey in north London. The Wood is owned and managed by the City of London and has a long history of occupation and use dating back to Roman times. Its long history combined with the rich and diverse woodland habitat and facilities such as the playground, sport pitch and café ensures that the Wood is a much loved resource for the surrounding community and beyond.

This Conservation Management Plan provides a strategy for the future management of Highgate Wood and will be used to guide resources over the next 10 years. The Plan has been developed through consultation with the Highgate Wood Advisory Group (which includes representatives of local community groups/ organisations and members of the Highgate Wood management team) and wider public consultation at Highgate Wood.

The Plan is organised under the themes of **heritage, 'natural' environment, community and recreation, and built environment** to consider the existing character and features of the Woods. These themes are also used to assess the relative values and significances of the site and to identify key issues, vulnerabilities and opportunities. The results of this investigation and analysis work are then taken forward to inform the development of a vision and management policies which will be used to guide the future conservation and enhancement of Highgate Wood.

Vision for Highgate Wood

The Vision for Highgate Wood is:

To ensure the continuity of Highgate Wood as a managed Ancient Woodland site, whilst maintaining its reputation as a safe environment for relaxation, recreation and education. This special character, combining with heritage features, and conservation value will be conserved and enhanced for the benefit of current and future generations.

The vision is supported by a number of overarching site wide policies organised under the four themes:

Policy 1: Heritage - The valuable heritage resource including the earthworks and ancient woodland fabric, the Roman Kiln site, selected developments during the Victorian period and evidence of the use of the Wood during wartime will be conserved, managed and interpreted.

Policy 2: Natural Environment - The coppice with standards structure will be conserved with new conservation areas created and managed. The oak population will be conserved and its age class extended; species diversity will be maintained and enhanced. A programme of survey and monitoring will be implemented to inform future review of the CMP.

Policy 3: Community and recreation - The wide range of recreational facilities and uses of Highgate Wood will continue to be provided, actively promoted and enhanced. The City of London will continue to engage with schools, interest groups (e.g. London Wildlife Trust) and the general public to ensure that the Wood's importance and range of facilities is fully understood and used.

Policy 4: Built environment - The condition and appearance of existing buildings will be maintained and the setting of key heritage features such as the Fountain and the Lodge will be enhanced. Infrastructure and site furniture will be maintained and rationalised where possible and high quality design and materials appropriate to the woodland setting will be used throughout. There will be a general assumption against further built development unless it is deemed to have no negative impact upon the heritage, ecology or enjoyment of the site and it is of outstanding architectural design or the benefits it delivers are of sufficient merit.

Each of the site wide policies is supported by an illustrative masterplan and a series of detailed prioritised management policies. The headline projects that will be delivered over the next two years include:

- Extension of the education centre to allow for the return of the Roman Kiln structures and display new information about the origin of the earthworks.
- Re-configure the layout of the existing café building to improve kitchen facilities and to increase the capacity for indoor dining.
- Diversify woodland edge to enhance the ecological value and to address safety concerns.
- Create new conservation areas and increase areas of wildflower meadow.
- Rationalise vehicle movements through the site by promoting pedestrian priority zones and seeking options to create alternative parking facilities for visitors with mobility difficulties.

SECTION A: INTRODUCTION

1 Introduction to the Conservation Management Plan

- 1.1 Highgate Wood is a 28 hectare (70 acre) area of easily accessible ancient woodland located in Haringey, north London, approximately 6 miles from the City of London (**Figure 1.1**). Its long history of use dating back to Roman times and its rich woodland habitat combine to create a special atmosphere. These qualities along with more recently added facilities such as the playground, sports pitch and café ensure that the Wood is well-used and loved by the surrounding community and beyond.
- 1.2 Highgate Wood has been owned and managed by the City of London Corporation (CoL) since 30th October 1886 under the Highgate and Kilburn Open Spaces Act 1886.

WHY IS A CONSERVATION MANAGEMENT PLAN NEEDED?

- 1.3 This Conservation Management Plan considers all aspects of the management of Highgate Wood, and aims to present a clear list of objectives for the site, along with a statement of significance. The Plan is the product of consultation with the Highgate Wood Advisory Group, the Management team, and the Highgate Wood staff. The Plan will provide guidance for the Management team for the next ten years, and will also serve as a strategic policy document which will be available for public reference purposes. The new plan when approved will replace the existing Management Plan which was introduced in 2001.

EXISTING STUDIES AND DEVELOPMENT OF THE CONSERVATION MANAGEMENT PLAN

- 1.4 A number of existing plans, surveys and studies have been used to inform the development of the CMP including:
- Highgate Wood Management Plan 2001 – 2011
 - A variety of wildlife and monitoring surveys carried out by City of London staff and other external specialists
 - Biodiversity Action Plan for Highgate Wood
 - Detailed information on the historic development of the Wood from Michael Hammerson
 - A SWOT analysis by the Highgate Wood management team
 - The Highgate Wood Heritage Assessment, prepared separately by LUC (2011) to support the preparation of the CMP
- 1.5 The Highgate Wood Manager, his Management Team and the Superintendent of the North London Open Spaces Division have been involved throughout the preparation of the Plan.
- 1.6 The City of London and Land Use Consultants held a workshop on Friday 9th September 2011 as a key stage in the CMP process for Highgate Wood. The

purpose of the workshop was to gain the support and input from the Advisory Group formed of local specialists, representatives of local community groups/organisations and members of the Highgate Wood Management Team.

STRUCTURE OF THE CONSERVATION MANAGEMENT PLAN

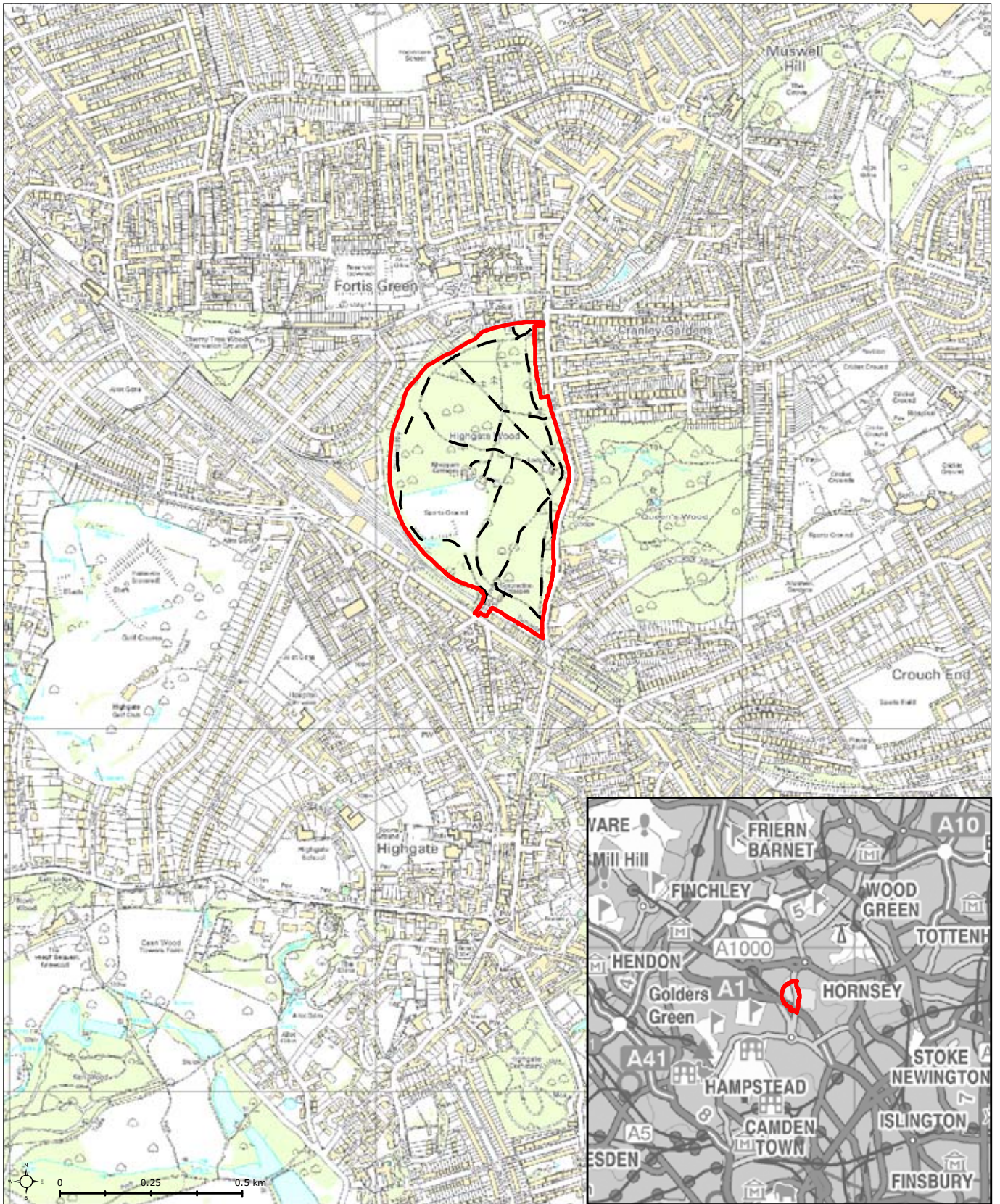
1.7 The Plan is set out under four main headings:

Section A: introduction (chapters 1 and 2) – explains the purpose of the Plan and provides background information and management context.

Section B: understanding the place (chapters 3 – 8) – an assessment of the heritage, natural environment, community and recreation and built environment and their relative values and significances. This section also provides a summary of the consultation process carried out as part of the Plan preparation.

Section C: analysis (chapter 9) – a consideration of the key issues, vulnerabilities and opportunities relating to each of the themes outlined in Section B.

Section D: the Plan (chapters 10 – 12) – details of the overall management approach set out as an overall vision, a series of policies relating to each theme and their accompanying actions. This section also outlines the key measures which should be considered when implementing the capital projects, and ends with a description of how the CMP will be monitored and reviewed.



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- Highgate Wood site boundary
- Current path network

Highgate Wood

Figure 1.1
Location plan



2 Background information and management context

- 2.1 The Wood is owned and managed by the CoL and provides valuable opportunity for both formal and informal recreation as well as the conservation of wildlife and access to nature. This chapter provides an introduction to Highgate Wood in terms of its character, context and management. The site plan is provided in **Figure 2.1** with an additional plan showing the infrastructure at Highgate Wood provided in **Appendix I**.

AN INTRODUCTION TO HIGHGATE WOOD

- 2.2 Highgate Wood together with Queen's Wood has been identified as a potential Regionally Important Geological Site (RIGS) by the London Geodiversity Partnership, and is mentioned in 'London's Foundations: Protecting the Geodiversity of the Capital', London 2012, Mayor of London.
- 2.3 It has recently been established that the majority of the wood is underlain by Claygate Beds. Geological surveys are in the process of being up-dated and corrected for this area. This type of sandy clay results in erosion and run-off during periods of flooding. This erosion is made worse by the large numbers of visitors and trampling, and due to the fact that the humus layer is very thin throughout large parts of the wood. The sandy clay is interspersed with pockets of flint gravels, and the western edge of the wood has been disturbed by gravel digging in the past.
- 2.4 The site enjoys a long history extending back to the pre-Norman period and was also the centre of a first Century AD small scale pottery industry. The woodland is made up of predominantly hornbeam with oak standards with an assortment of other species notably a number of Wild Service trees (*Sorbus torminalis*) an indicator of Ancient Woodland. Highgate Wood was an important woodland resource for many centuries and was once an important part of the Bishop of London's hunting park which is described in greater detail in the Heritage Assessment. The first historical reference to the wood appears in the Domesday Book of 1087, where it is described as part of the Hornsey Woods.
- 2.5 Following concern that the land would be sold for development Highgate Wood was purchased under the Highgate and Kilburn Open Spaces Act 1886, to be maintained in perpetuity for the benefit of the public. It was publicly declared "open for the use and recreation of the public forever" on October 30 1886, by the Lord Mayor of the time, Sir John Staples and remains in the ownership of the City of London today.
- 2.6 The rich diversity of wildlife in the wood has been well researched and documented over the years. To date, over 900 invertebrate species, 338 moth species, 353 fungi species, 70 bird species, and seven bat species have been recorded. Many of these species are reliant on very particular niches found only in ancient woodlands, with their well-developed and complex ecosystems.

- 2.7 Highgate Wood is an important leisure and amenity resource providing an opportunity for many people to visit a woodland site that has retained much of its historic fabric as well as gaining access to an open space that offers leisure and recreation in a built up area of London.
- 2.8 Highgate Wood offers visitors a number of recreational facilities, including a playing field, trim trail, cricket nets, a large children's playground, a café, and an information centre with booklets, newsletters and trail guides. There is also a football and a cricket pitch which are maintained for regular weekend league clubs.

MANAGEMENT INFORMATION AND CONTEXT

Planning context

- 2.9 Open spaces provide substantial health benefits, create sustainable communities and improve the attractiveness of an urban area. Current national government policies, including the Urban White Paper and the Sustainable Communities Plan reflect the importance of accessible spaces. In addition, national planning policies have been formed to protect and enhance open spaces within urban areas and these are implemented at national, regional, sub-regional and local levels.
- 2.10 National, regional and local designations are shown in **Figure 2.2**.












The national context

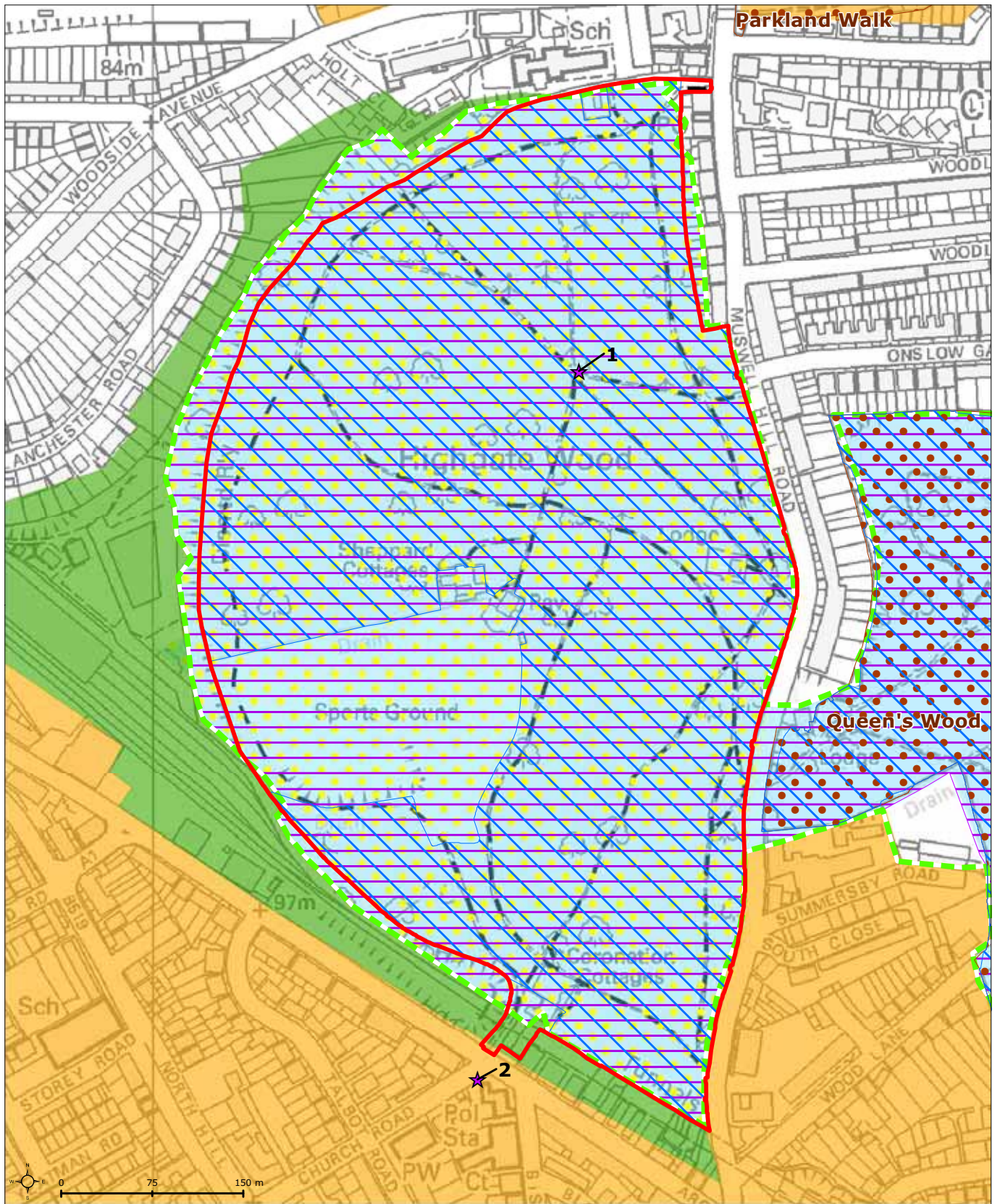
- 2.11 The Coalition Government has announced a programme of radical reforms to the planning system as part of its agenda for devolving greater powers to councils and neighbourhoods. The Government published the National Planning Policy Framework (NPPF) in March 2012. The NPPF is designed to consolidate planning policy statements, circulars and guidance documents into a single consolidated framework. The NPPF must be regarded as a 'material consideration'. At the heart of the framework is a 'presumption in favour of sustainable development' i.e. local planning authorities should plan positively for new development and approve proposals wherever possible.
- 2.12 The creation of strong, vibrant and healthy communities, by creating a good quality built environment, with accessible local services that reflect community needs and support well-being is central to the Government's vision and it is recognised that in order to achieve this objective the planning system should ensure access to open spaces and recreational facilities that promote the health and well-being of the community.
- 2.13 The Government is currently carrying out a review of the existing Planning Policy Statement (PPS) and the few remaining Planning Policy Guidance Notes (PPG). PPSs and PPGs explain statutory provisions and provide guidance to local authorities and others on planning policy and the operation of the planning system. Those particularly relevant to Highgate Wood are:
- PPS5: Planning for the Historic Environment
 - PPS 9: Biodiversity and Geological Conservation
 - PPG17: Planning for Open Space, Sport and Recreation

Figure 2.1: Site plan



Key

- | | | | | | |
|---|---|---|---|---|------------------------------|
|  | Site Boundary |  | Existing footpath network |  | The Hollies (bird sanctuary) |
|  | Grass |  | Mature wild service tree |  | Existing compartment areas |
|  | Area where bluebells thrive |  | Wood bank/ woodbanks or site of historic importance |  | Existing conservation areas |
|  | Site of ancient pottery kilns AD 50-150 |  | Existing vehicular route | | |



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The regional context – London

- 2.14 The Mayor of London's **London Plan** is the overall strategic plan for London. It sets out a fully integrated economic, environmental, transport and social framework for the development of the capital to 2031. It forms part of the development plan for Greater London. London boroughs' local plans need to be in general conformity with the London Plan, and its policies guide decisions on planning applications by councils and the Mayor. Policies most relevant to Highgate Wood are contained in Chapter 7 London's Living Place and Space and include policies relating to Heritage Assets and Archaeology, Metropolitan Open Land, Biodiversity and Access to Nature and the Blue Ribbon Network.
- 2.15 The Plan aims to protect major strategic open spaces such as Highgate Wood which is designated as **Metropolitan Open Land (MOL)**. Under Policy 17.7 Metropolitan Open Land (MOL) has an important role to play as part of London's multifunctional green infrastructure and the Mayor is keen to see improvements in its overall quality and accessibility. This is a designation unique to London, and protects strategically important open spaces within the built environment. The policy recognises the importance of and sets the criteria for land designated as Metropolitan Open Land. MOL is then referred to in local planning policies.
- 2.16 Highgate Wood was designated as a site of **Metropolitan Importance for Nature Conservation** in October 1990, in recognition of the fact that the site is considered to be of London-wide significance for nature conservation.
- 2.17 The Mayor of London's **Biodiversity Strategy** details the Mayor's vision for protecting and conserving London's natural open spaces such as Highgate Wood. It seeks to ensure that there is no overall loss of wildlife habitats in London, and that more open spaces are created and made accessible, so that all Londoners are within walking distance of a quality natural space. The 2008 report Improving Londoners' Access to Nature highlights areas of London which are deficient in access to sites of Metropolitan or Borough Importance for Nature Conservation.
- 2.18 Highgate Wood also makes a significant contribution to, and is influenced by, the following Mayor of London's strategies:
- Children and young people
 - Older people
 - Accessible London Supplementary Planning Guidance
 - Transport
 - Planning for Equality and Diversity Supplementary Planning Guidance

The local context

- 2.19 Although managed by the City of London (CoL) as one of its outlying sites management of Highgate Wood does, and will need to continue to, consider the policies and aspirations of the London Borough of Haringey with particular attention to planning policy and general open space needs. The Examination in public on the Core Strategy started in June 2011 and consultation finished in November 2011 on some of the fundamental changes

that resulted from that process. As it stands the Core Strategy Strategic Policies 11, 12 and 13 all promote a network of quality, accessible open spaces as areas for recreation, visual interest and biodiversity. Core Strategy Strategic Policy 13 – Open Space is the most relevant to Highgate Wood and is outlined below:

SP13 - Open Space and Biodiversity

New development shall protect and improve Haringey's parks and open spaces. All new development shall:

- Protect and enhance the existing boundaries of the borough's Green Belt, designated Metropolitan Open Land, designated Open Spaces, Green Chains, allotments and other open spaces from inappropriate development;
- Provide amenity space in accordance with the Council's Open Space and Recreational Standards Supplementary Planning Document;
- Manage the impact of such new developments in areas adjacent to designated open space;
- Secure improvements, enhancement and management in both quality and access to existing green spaces;
- Seek on site or financial contributions towards open space from new developments as set out in the Open Space and Recreational Standards Supplementary Planning Document;
- Seek to secure opportunities for additional publicly accessible open space especially in those identified areas of Open Space deficiency i.e. in the east of the borough where the quality and amount of provision is poorer as set out in the Council's Open Space and Recreational Standards Supplementary Planning Document.

All development shall protect and improve sites of biodiversity and nature conservation through its:

- Contribution to wildlife and ecological habitats and where possible include green and brown roofs, rainwater harvesting, green walls, bird and bat nesting/roosting opportunities;
- Protection, management and maintenance of existing trees and the planting of new trees where appropriate;
- Protection, enhancement and creation of Sites of Importance for Nature Conservation (SINCs) and Local Nature Reserves (LNRs).

The Council will enhance and improve the borough's green infrastructure through:

- Implementation of the borough's green infrastructure projects (such as Lordship Recreation Ground Improvements);
- Working with adjoining boroughs and partners to safeguard the existing Green Infrastructure, to create new green infrastructures and link up sites.

New development shall provide opportunities for Children's Play Space by:

- Protecting and enhancing existing play spaces;
- Making provision for children's informal or formal play space in addition to amenity space provision as set out above;
- Ensuring easy access to a range of quality and safe play opportunities for all children and within a practical journey from their home without the need to use public or private transport;
- Provide play spaces that are attractive, welcoming and engaging for all children and young people, children of both gender, disabled children and children from minority groups in the community;
- Securing a financial contribution pursuant to a S106 Agreement towards the provision of Children's Play Space and ensuring its long term maintenance is addressed through planning obligations.

Developers will be encouraged to:

- Recognise that the potential for play spaces can exist for a range of outdoor activities and for users of all ages in other existing public spaces; and
- To work with the relevant agencies, community groups and developers to ensure the provision of safe, stimulating play facilities.

2.20 A Sustainable Way Forward - **Haringey's Sustainable Community Strategy 2007 – 2016**, contains several priorities which are relevant to Highgate Wood:

- Provide award winning parks and open spaces
- Protect the natural environment
- Give greater opportunities to live a healthier lifestyle
- Manage our environmental resources more effectively

The City of London's strategic policy context

Community Strategy - 'The City Together: A Vision for a World Class City 2004-2014

2.21 The Community Strategy Vision states:

'The City of London will build on its success as the world's leading international financial and business centre, and will maintain high quality, accessible and responsive services benefiting its communities, its neighbours, London and the nation.'

2.22 Two specific objectives in the Community Strategy are the responsibility of the Open Spaces Department:

- To protect and maintain open spaces and biodiversity through effective management.
- To encourage services and initiatives which benefit wider communities and contribute to local, regional and national prosperity.

The City of London's Corporate Plan

2.23 The Corporate Plan represents the long-term ambitions to achieve CoL's vision as set out in the City Together strategy. The strategic aims outlined in the Corporate Plan which are most relevant to the Open Space Department include:

- Provide excellent services for our communities.
- Provide valued services for London and the Nation.

The Open Spaces Business Plan 2010-2013

2.24 The Open Space Department has its own vision and shares the CoL Core Values.

Vision: "A World Class City needs a World Class Environment"

Values:

- The right services at the right price
- The best of the old with the best of the new
- Opportunity and prosperity for all

- 2.25 The Business Plan is a guiding document for the Open Spaces department setting out the strategic aims and improvement objectives.

The strategic aims:

1. Provide safe high quality accessible Open Spaces and services in accordance with nationally recognised standards for the benefit of London and the Nation.
2. Celebrate a sense of place involving communities in the care and management of our sites.
3. Adopt sustainable working practices, promote the variety of life and protect the Open Spaces for the enjoyment of future generations.
4. Promote opportunities to use and enjoy the outdoor environment for recreation, health, learning and inclusion and ensure the value of Open Spaces is recognised.
5. Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance.

The improvement objectives are to:

1. Achieve high standards and deliver value for money work programmes for sites in accordance with long-term management plans.
2. Extend **partnership-working** and continue to develop closer links with local authorities, particularly in relation to **planning and transport**.
3. Ensure that measures to promote **sustainability** and **biodiversity** are embedded in the Department's work.
4. Market ourselves and adapt **events and education programmes** to deliver opportunities particularly for **young people**.
5. Provide focused opportunities for **staff and volunteers** to feel confident in meeting the changing requirements of the organisation.

MANAGEMENT OF HIGHGATE WOOD – CITY OF LONDON

The legal framework

- 2.26 Concerned that access to the countryside was being threatened, the CoL promoted two Acts of Parliament in the 1870s. The Epping Forest Act and the City of London (Open Spaces) Act were passed in 1878. These enabled the CoL to acquire and protect threatened open spaces. Highgate Wood was publicly declared “open for the use and recreation of the public forever” on October 30 1886, by the Lord Mayor of the time, Sir John Staples.

Management, staffing and funding

- 2.27 The Open Spaces Directorate oversees the Open Space Department which is responsible for the management of the parks and open spaces owned by CoL.
- 2.28 Management responsibility for Highgate Wood falls within the North London Open Spaces Division who is also responsible for managing Hampstead Heath and Queen's Park. The North London Open Spaces Division is led by the Superintendent who is responsible for the operation of six teams as follows:
- Parliament Hill and Technical
 - Golders Hill and Queen's Park

- Leisure and Events
 - Highgate Wood, Conservation and Trees
 - Office and Administration
 - Constabulary and Support Service
- 2.29 The Division is formed of the equivalent of 155 full-time directly employed staff. The management structure for the Division is shown in **Figure 2.3**.
- 2.30 The Highgate Wood, Conservation and Trees Manager is responsible for the day-to-day management of Highgate Wood as well as nature conservation operations and management of trees at Hampstead Heath.
- 2.31 The Highgate Wood Manager is responsible for five teams, the seven staff at Highgate Wood, the Hampstead Heath Conservation and Heath Ranger Teams, the Tree Team, and the Ecology Team. The Highgate Team are responsible for tree and woodland management, sports related operations, nature conservation, and other core estate work. The annual management operations are outlined in the 5-year rolling work programme.
- 2.32 Highgate Wood is managed by a dedicated team of eight staff including the site manager. Five of the team are resident on site. This resource provides an all year round service including Christmas Day, with a varied range of facilities and over 20 hectares of managed woodland.
- 2.33 Four members of the team have worked and lived on site for over 10 years and collectively possess a great deal of experience and detailed knowledge of the site and the flora and fauna.
- 2.34 Various members of the Highgate staff have strong links with other nearby sites (e.g. Queen's Wood). However up until recently there has been very little communication between Highgate Wood and other sites in Haringey.
- 2.35 The team are guided by the 5-year rolling work programme which covers all operational work onsite, including sport related estate work, woodland and tree management, and conservation work.



The Highgate Wood team celebrating being awarded a Green Flag in July 2012.

- Committee reporting arrangements***
- 2.36 The **Open Spaces Committee** determines the overall departmental policy, considers strategic and corporate issues and is responsible for matters relating to the City Gardens. The Open Spaces Committee meets six times year (February, April, June, July, October and December).
- 2.37 The management of each CoL Open Space is overseen by several City Committees, as required by various Acts of Parliament. Matters concerning Highgate Wood are discussed by **Hampstead Heath, Highgate Wood and Queen's Park Management Committee**, which meets six times throughout the year.

Community support

- 2.38 Local community groups and organisations also have a key role in the management of the Wood, working in partnership with the CoL.
- 2.39 For example the Heath Hands have helped with carrying out nature conservation works including coppice management. Local specialists have supported CoL staff to carry out surveys of flora and fauna, the results of which provide an invaluable tool for the management of the Wood. Local specialists and educational groups have also been key in carrying out investigations into the history of the Wood.

Sustainability

- 2.40 Highgate Wood took part in the first stage of the City of London's new Sustainability Audit System, launching a new waste management system in 2010 which has resulted in a zero landfill rating for the site and a reduction in the number of vehicle movements. Highgate Wood also has a Sustainability Improvement Plan which follows on from a Sustainability Audit carried out in 2010. New LED lighting has been installed and there are also plans to install additional solar panels and rainwater harvesting tanks.

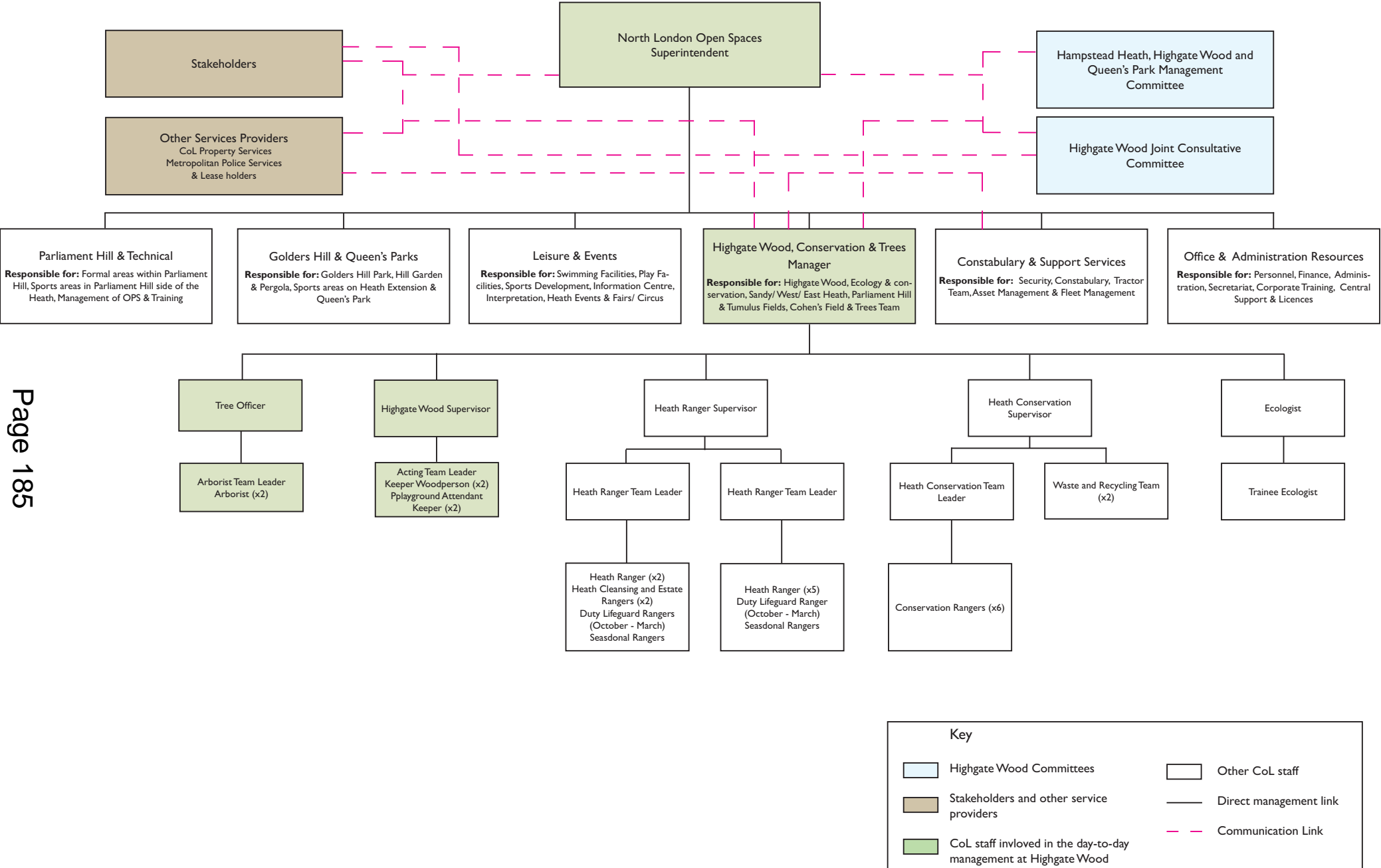


Figure 2.3: Highgate Wood, Conservation and Trees Section Management Structure

SECTION B: UNDERSTANDING THE PLACE

3 Heritage

- 3.1 The Highgate Wood Heritage Assessment has been prepared separately by LUC (2011) to support the preparation of the CMP. This section provides a brief summary of the findings.

DOCUMENTED HISTORY

Early history

- 3.2 Highgate Wood and the adjacent Queen's Wood are remnants of the Hornsey Woods mentioned in the Domesday Book. Whilst there is little evidence of occupation during the Roman Period, archaeological records suggests that 10 kilns existed in Highgate Wood and pottery was made from AD 43 through to approximately AD 160.
- 3.3 In AD 604, after the demise of the Roman Government in Britain, Highgate Wood formed part of the property of the Diocese of London. Following the Norman Conquest of England in 1066, the Wood formed part of a large Hunting Park given by King William to William, the Norman Bishop of London. The Bishop of London continued to have hunting rights over the land until as late as 1662, see **Figure 3.1: The Medieval Park and the Bishop of London's Demesne** which shows the Park's extent.

16th century

- 3.4 During the 16th century the Wood was leased to various tenants who managed it as coppice with standards. Managing coppice with standards was a legal requirement when the Crown required oak timber to build the navy's fighting ships.

17th and 18th century

- 3.5 Oak standards and coppiced wood continued to be in increasing demand during the 17th and 18th centuries to provide bark for tannin and charcoal for the iron and glass industries. During this period the Wood was known as Brewer's Fall or Brewhouse Wood making reference to the local brewers who held the lease for the Wood during the 17th and 18th centuries. In the 1780s the Wood was leased by Francis Gallow who owned four Highgate inns and the Brewhouse on North Hill.

19th century

- 3.6 Archway Road was built in 1813 as a 'bypass' to Highgate Village and Highgate Hill severing the southern part of Highgate Wood. The separation of the woodland area by the newly constructed Archway Road represented a major degenerative impact on the site as an area approaching 30 acres was now exposed to potential development. Although this did not happen for another fifty years, this loss and the further development of the Alexandra Palace railway in 1871 around the western perimeter of the wood was perceived with increasing alarm by local residents. A plan showing the reduction in the area of Highgate Wood during the 19th and 20th centuries can be seen in **Appendix 2**. Ownership of the Wood returned to the Ecclesiastical

Commission and was renamed as Gravelpit Wood due to its use for gravel extraction. The current name 'Highgate Wood' was not adopted until 1896.

- 3.7 Regular coppicing continued until at least 1842 when the Wood was leased to the Earl of Mansfield and a period of neglect began. Mansfield's lease ended in 1884 and the Woods were subsequently leased to a dairy farmer.
- 3.8 At this time development in the area was intensifying and there was local concern that the Woods would be developed. This instigated a campaign fronted by the chairman of the Hornsey Local Board and a local politician, Henry Reader Williams. In February 1885, the Ecclesiastical Commissioners offered the Wood to the Corporation of London as a gift and this was accepted in 1886 under the Highgate and Kilburn Open Spaces Act 1886. On 30th October 1886 the Wood was declared 'open for the use and recreation of the public forever'¹ by the Lord Mayor of the time Sir John Staples.

From acquisition: 1886

- 3.9 The City of London Corporation began to convert the Wood into an 'urban park' and constructed the Lodge building (designed by Sir Horace Jones), added paths and improved drainage. The grade II listed drinking fountain followed in 1888 donated by grateful local residents.

20th century

- 3.10 Inappropriate management during the early 20th century continued to erode the natural fabric of the Wood and the high volume of visitors caused compaction of the ground.
- 3.11 Highgate Wood had an important role in defending London during the Second World War and was used as a station for barrage balloons to defend against low-level aircraft. The balloons were anchored to concrete blocks which can be seen in the sport pitch during periods of dry weather.
- 3.12 During the 1960s the City of London Corporation attempted to improve the ground conditions within the Wood by relieving ground compaction in selected areas. In 1968 the Conservation Council of the London Natural History Society expressed concern at the planting of exotic conifers including Corsican Pine, Western Hemlock, Norway Spruce and Douglas Fir.
- 3.13 A programme of creating small fenced off coppice compartments commenced in 1977 and continues to this day. Judging by historical postcards, coppicing was still being carried out into the early 1900's. Although there was little or no coppicing carried out at Highgate Wood between 1910s and 1980s.

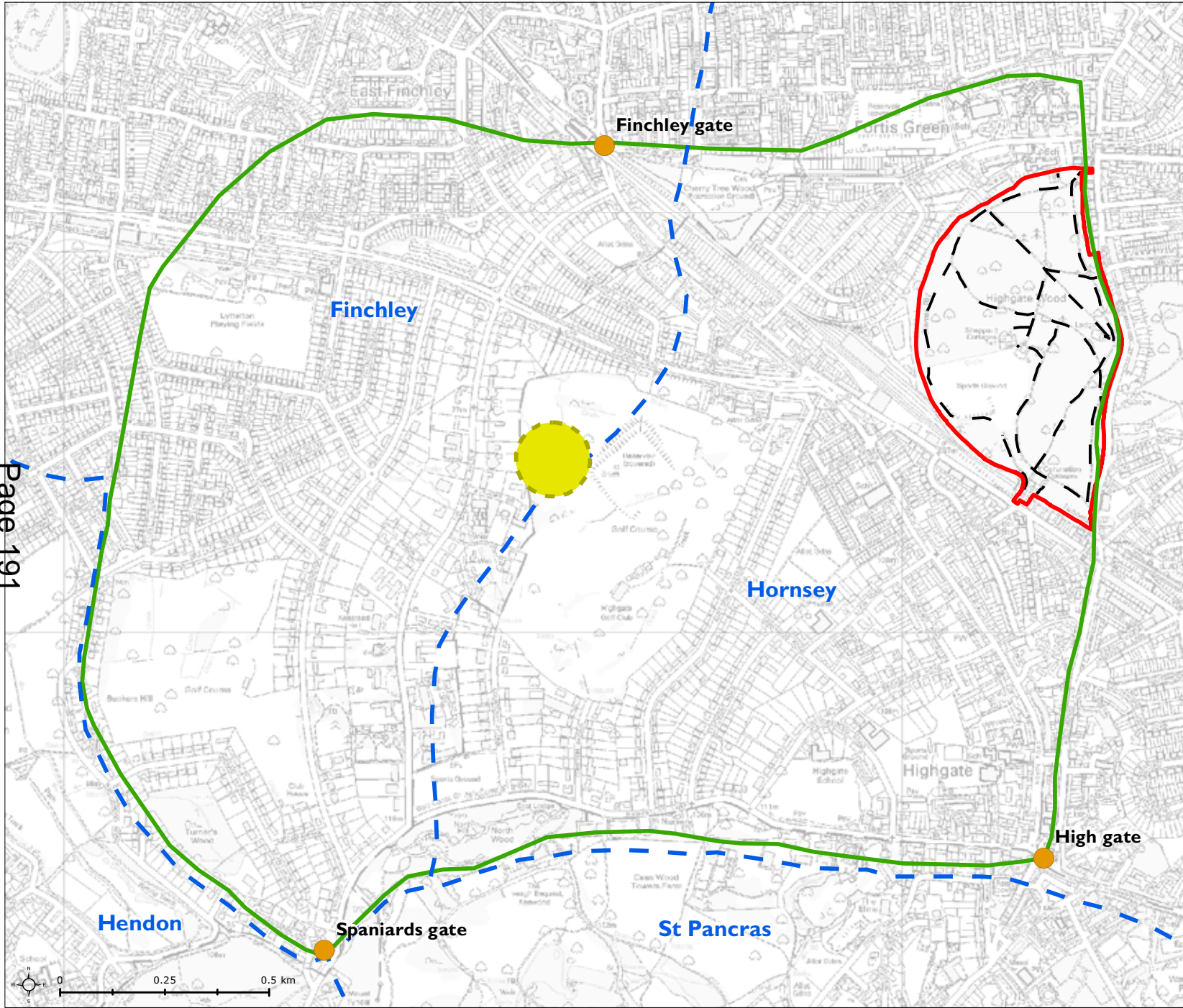
ARCHAEOLOGY

- 3.14 The most significant discovery in Highgate Wood is the Romano-British Pottery which was discovered in the 1960s and 1970s. During the



Reconstruction of one of the kilns found at Highgate Wood.

¹ Highgate Wood Leaflet, City of London



Highgate Wood

Figure 3.1

The Medieval Park & The Bishop of London's Demense

- Present day boundary
- Medieval hunting lodge
- Boundary of medieval hunting park
- Gate to medieval hunting park
- Current path network
- Parish boundary & name - The Bishop of London's Demesne in Finchley and Hornsey c.1788

Map Scale @ A4: 1:13,000



Source: Land Use Consultants

excavation several kilns were discovered and the best preserved was removed to be exhibited in Bruce Castle Museum in Haringey. There were also small shards of pottery discovered at the southern end of the site suggesting another possible kiln site. It appears that the site would have been used intermittently until circa AD160.² It was established shortly after the Roman conquest and would have supplied London and the south east with tableware. Part of the roman kiln is now on display in the education building in Highgate wood.

- 3.15 The Museum of London Archaeological survey carried out archaeological survey of earthworks in 1998. The survey accurately mapped the earthwork features and states that it is possible that these features are a relic of a medieval rural landscape. See **Figure 3.2: Archaeology.**

HISTORIC WOODLAND MANAGEMENT TECHNIQUES

- 3.16 Highgate Wood was managed over many centuries for the commercial production of fuel wood obtained by cyclical cutting of the hornbeam stock. The timber was harvested on a rotational basis processed on site and sold on for a variety of uses. It is hard to imagine now a world without central heating and freely accessible gas and electricity, but before the industrial revolution and the massive increase in coal production, the only available fuel source was wood. The woods around the City of London provided an essential resource and hornbeam was particularly valued for its burning qualities. The Oak standards were probably planted for a longer term investment for eventual use for the shipbuilding and construction industry, but their bark may also have served as a lucrative secondary commercial crop for the tanning industry.
- 3.17 Since 1977 a total of seven one acre areas have been coppiced every five years, to encourage regeneration of this traditional mix, as well as other native species, and to encourage tree age diversity. Within these areas, veteran trees are also supported, and a diversity of niche habitats and species are created and maintained.



Heritage day to demonstrate the woodland crafts which used the timber produced through managing coppiced woodland.

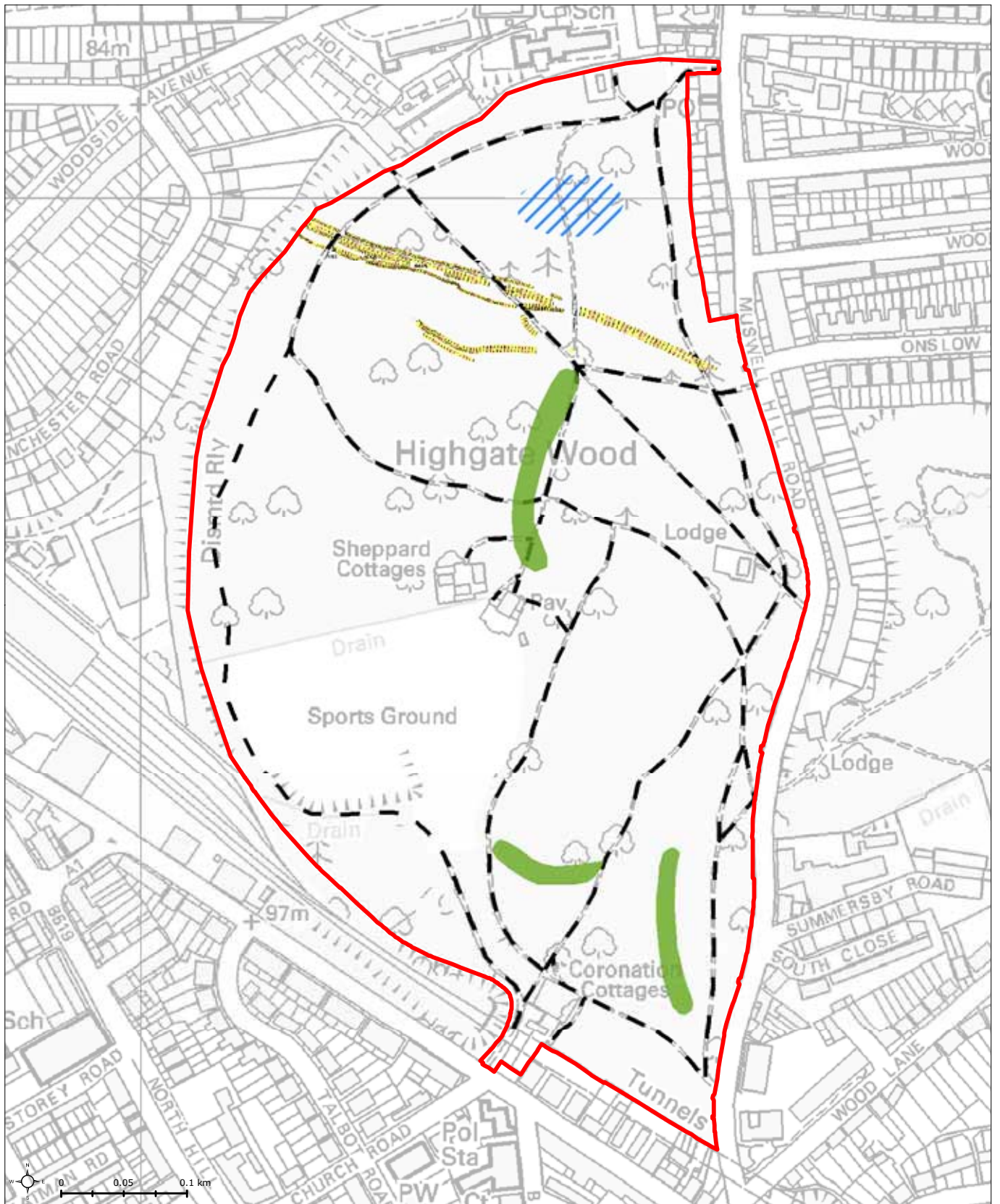
EVALUATION

- 3.18 Highgate Wood has a well-documented history extending back to the Roman and early medieval periods. During the Roman period the Wood was used for making pottery and flints from the early Mesolithic period have also been uncovered on the site which suggests early human settlement.
- 3.19 There are also good sources of information from the period prior to the site's transfer of ownership over to the City of London Corporation. This

² Museum of London Archaeological Survey (1998) Highgate Wood An Archaeological Earthwork Survey

period saw a rapid decline in the management of the Wood for producing fuel due to the growing availability of coal.

- 3.20 The discovery of the Roman pottery kiln in the late 1960's was followed up by a number of archaeological excavations overseen by the Museum of London. The excavations revealed a considerable quantity of pottery centred around a series of kilns using the natural resources on the site (wood fuel, clay and water) to sustain a transient pottery ware industry.
- 3.21 Highgate Wood is one of an important cluster of Ancient Woodland site centred on the Hornsey and Highgate area, forming an important network of remnant sites from a lost landscape. The proximity of the sites is important as this allows a degree of movement of wildlife particularly birds and bats. This also offers an opportunity for site management to be linked and information sharing to be explored.



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Key

- Highgate Wood site boundary
- Site of ancient pottery kilns AD 50-150
- Wood bank
- Surveyed earthworks
- Current footpath network

Highgate Wood

Figure 3.2
Archaeology



4 Natural environment

- 4.1 This section considers the natural fabric of Highgate Wood highlighting the key species and habitats.

CONTEXT

Nature conservation designations

Site of Metropolitan Importance

- 4.2 Highgate Wood is designated as a **Site of Metropolitan Importance** for Nature Conservation as it is considered to be of London-wide significance for nature conservation.

UK and London Biodiversity Action Plans

- 4.3 The UK Biodiversity Action Plan (BAP) sets out a national strategy for wildlife conservation, based upon action plans for habitats and species which are identified in the UK BAP. Habitat Action Plans (HAPs) relevant to Highgate Wood include the following:

- Broadleaved woodland
- Improved grassland
- Urban



- 4.4 Surveys of fauna at Highgate Wood have identified 31 BAP priority species. These are listed in table 4.1 below. Other protected species recorded at Highgate Wood are contained in **Appendix 3**.

Table 4.1: BAP priority species recorded at Highgate Wood

Moths	
Oak Hook-tip moth	
Lunar Yellow Underwing	
Shoulder Striped Wainscot	
Rosy Minor	
Rustic	
Mullein Wave	
Small Phoenix	
Small Square-spot	
Mouse Moth	
Grey Dagger	
Mottled Rustic	
Small Emerald	
Brindled Beauty	
Powdered Quaker	
White Ermine	
Buff Ermine	
Garden Dart	



Pipistrelles

White Letter Hairstreak	
Small Heath	
Birds	
Song Thrush	
Lesser Spotted Woodpecker	
Starling	
Dunnock	
Bats	
Pipistrelles	
Noctule	
Brown Long-eared	
Mammals	
Hedgehog	
Insects	
Stag Beetle	
Mining Bee	
Thick Legged Flower Beetle	
Fungi	
Podoschypha multizonata	

Thick Legged Flower Beetle

Mining Bee

London

4.6 The UK BAP is taken forward at a regional level through the London Biodiversity Action Plan which is delivered by the London Biodiversity Partnership. The relevant action plans for Highgate Wood include HAPs for **Parks and Urban Green Spaces** and **Woodland**. The aims of the Woodland HAP are:

- To maintain the extent of woodland in London at its 2008 value of 4,909 hectares.
- To enhance the condition of 500 hectares of woodland by 2020 using improved management practices.
- To increase the total extent of woodland habitat in London by 20 hectares by 2015 including five hectares of wet woodland.

4.7 The London BAP also notes the importance of built structures within the urban environment.

London Borough of Haringey

4.8 The London Borough of Haringey has prepared a BAP to protect and enhance biodiversity value across the borough which supports the national and regional strategies. The BAP has been prepared through input by the Haringey Biodiversity Partnership which is formed of local “Friends of”

groups, land managers, organisations from the voluntary sector and concerned individuals. The aim which is particularly applicable to Highgate Wood is:

- Promote and conserve ecological corridors and green chains including those which link to Highgate Wood and the Parkland Walk.

4.9 The CoL wish to contribute to London Borough of Haringey's BAP and have therefore adopted the following objectives and actions.

Objectives

- To assist London Borough of Haringey in realising targets on improving Ancient Woodland sites in the Borough.
- Deliver a programme of events on the woodland environment.
- Contribute to work on improving bat habitat within the borough and raising public awareness on bat related issues.

Actions

- Provide a team from the CoL to carry out two organised woodland management sessions between September and March with the assistance of volunteers.
- Hold 25 events annually centred on Ancient woodland habitat and its management.
- Hold four bat walk events annually in Highgate Wood and continue to develop and monitor bat habitat on site.

Habitat and Species Action Plans

4.10 The habitat and species action plans objectives relevant to Highgate Wood include:

- To encourage good conservation practice in parks and green spaces across LB Haringey, improving access to nature, and raising the awareness of the importance of parks and green spaces in the conservation of Haringey's biodiversity.
- To conserve and enhance Haringey's woodland for the benefit of biodiversity and for the local community.
- To improve the overall value of built structures in Haringey for the benefit of biodiversity.
- To help reverse the current population decline of bats of all species and to address the public misconceptions about bats and secure their status as culturally valued animals.

London Tree and Woodland Framework

4.11 The Woodland Advisory Group was formed to provide a strategic overview on the sustainable management of London's trees and woodlands. The organisations represented in the Group were:

- City of London

- Countryside Agency
- English Nature
- English Heritage
- Forestry Commission
- Government Office of London
- Greater London Authority
- Groundwork London
- London Development Agency
- London Tree Officers Association
- Royal Parks
- Thames Chase Community Forest
- Trees for London
- Woodland Trust

4.12 The Group produced a framework to address the protection, management and enhancement of London’s trees and woodland over the next 20 years. The Framework aims:

- To ensure trees and woodland contribute to a high quality natural environment.
- To help shape the built environment and new development.
- Through people’s contact with trees and woodland to help foster community and individual people’s well-being and social inclusion.
- To support the capital’s economy.

4.13 The Framework notes that ancient woodland sites are of irreplaceable value due to the interactions between plants, animals, soils, climate and people. It also states that woodland covers eight per cent of London’s land area and only 1.4% of the land area in London is now covered by ancient woodland. Much of this is on the edge of London which highlights the importance of ancient woodland of Highgate Wood.

HABITATS AT HIGHGATE WOOD

4.14 Highgate Wood is designated as Semi-natural Ancient Woodland, and as already mentioned above in 3.21, forms part of a group of important woodland sites in North London. Semi-natural Ancient Woodland supports a large number of species, a number of which are listed as vulnerable, particularly those species that require stable unchanging



Veteran hornbeam coppice.

conditions in order to survive. **Figure 4.1** shows the Highgate Wood in location to other Ancient Woodlands.

- 4.15 Although there are in excess of 500,000 hectares of Semi-natural Ancient Woodland in the UK much of what remains has been partially or completely replanted and the ancient woodland trees and precious woodland soils that have taken many centuries to develop have been lost and degraded. Much of the Ancient Woodland sites that survive are less than 20 hectares in size and half of the recorded sites are less than 5 hectares.

Species

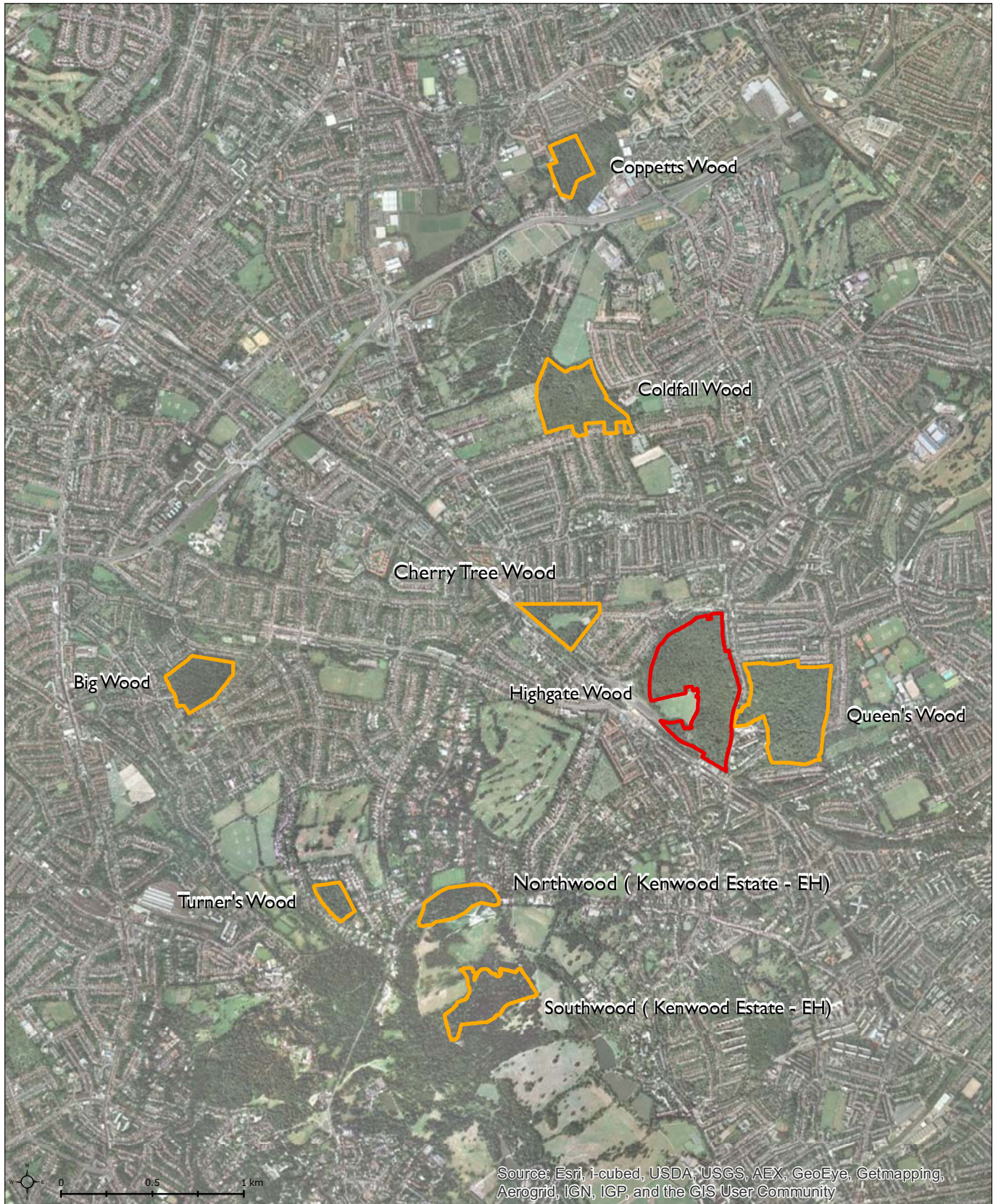
- 4.16 The rich diversity of wildlife in the wood has been well researched and documented over the years. To date, over 900 invertebrate species, 338 moth species, 353 fungi species, 70 bird species, and seven bat species have been recorded. Many of these species are reliant on very particular niches found only in ancient woodlands, with their well-developed and complex ecosystems.

Current management action

- 4.17 There are a variety of niche habitats within the woodland areas. These niche habitats are mostly located within the seven existing conservation areas that have been created since 1977. There are also a number of ponds within the site that provide a home for frogs and newts. A detailed description of the all the existing conservation areas is included in the Appendices section.
- 4.18 The management of the conservation areas has been varied and evolved over time, in response to successes and opportunities for habitat diversity. **Figure 4.2** locates each of the conservation areas and provides details of when they were established.
- 4.19 Protective dead hedges have been established around areas with dense bluebell growth and dominating species such as holly and beech is kept in check. Dead wood and ivy is left in canopies of trees in less frequented areas. Wild service trees suckers are transplanted into conservation areas.
- 4.20 Current core conservation management principles include the following:
- Continue creating small conservation areas to encourage regenerative growth.
 - Focus on conserving stock of oak standards as 'key stone' trees.
 - Increase the existing areas of dead wood habitat, especially standing dead wood to enhance birds, bats and invertebrate habitat.
 - Improve the existing soil conditions throughout the woodland area using a programme of mulching and operations to reduce compaction and erosion.
 - Continue to monitor and survey fauna and flora species and record and review our conservation work.

EVALUATION

- 4.21 Highgate Wood consists of the 28 hectares of woodland and open space which is managed by a dedicated team of eight staff who collectively possess detailed knowledge of the site and its flora and fauna.
- 4.22 The Wood provides a range of habitats which support a number of protected and UK BAP priority species including bats, birds, fungi and moths. The management team and local specialists have dedicated a great deal of time and effort to recording biodiversity and species found on the site and much of this has been carefully logged and transferred to the GIGL database. This work has been carried out over a period of nearly twenty years which has created a valuable record which traces the changes in habitat and species distribution.
- 4.23 Highgate Wood is a Site of Metropolitan Importance for Nature Conservation and is therefore considered to be of London-wide significance for nature conservation. Its status as Ancient Woodland adds to that significance.
- 4.24 A monitoring programme to examine the rate and spread of canopy decline of mature oaks was carried out during May and June 2010. CoL staff mapped out 27 evenly spaced 50m square sections, and within these, a total of 327 mature oaks were surveyed for a percentage canopy decline and percentage caterpillar defoliation. Approximately half of all the trees surveyed appeared to have 50% or higher canopy decline, and are displaying symptoms of Chronic Oak Decline. This work is now repeated every summer to monitor further changes within the survey group, and the resulting data is processed by the Ecology team. The Management team should carefully consider the decline of oaks and options to reduce competition, through haloing, selective tree surgery, mulching and protection (from trampling and therefore compaction) could be explored.
- 4.25 There are several specific tree diseases that will at some point reach Highgate Wood, and these will need to be planned for and managed. Oak Precessionary Moth is currently the disease that causes the most concern as it represents a significant health hazard to both the public and staff, and potentially could accelerate the current decline of a number of the oaks within the site. The disease is well established in West London and has now spread into Central London Boroughs. The Management team will need to seek advice and plan for Oak Precessionary Moth's arrival and develop a strategy for controlling its spread within the site.
- 4.26 As the ancient former coppice hornbeams grow they become more prone to collapse as their structure becomes unbalanced. Management of the hornbeams also needs to consider how best to conserve and enhance such an important resource. Options such as those outlined for the oak above along with experimental pollarding or possibly re-coppicing could be explored.



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Highgate Wood

Figure 4.1
Ancient Woodland Context

LUC



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<ul style="list-style-type: none"> Contours Conservation Areas Footpath Bird feeders hung in trees The Hollies (bird sanctuary) Site of historic importance Mature wild service trees Earthworks Compartment areas 	<ul style="list-style-type: none"> Area where blue bells thrive Site of ancient pottery kilns (AD 50-150) Wood bank Highgate Wood boundary Playground Woodland Canopy 2006 Grass 	<p>Highgate Wood</p> <p>Figure 4.2</p> <p>Habitats and nature conservation</p> <p>LUC</p>
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5 Community and recreation

- 5.1 This section outlines the current use of Highgate Wood and its importance to the local community.

CURRENT USE

Informal use

- 5.2 Highgate Wood is a valuable resource for the local community with many users visiting on a daily basis for walking, dog walking and jogging. It is valued for its peace and tranquillity together with the opportunities it provides for contact with nature.
- 5.3 In addition to it being valued for its 'natural' environment, Highgate Wood also contains a number of popular built features including the café, playground and an education centre. Public toilets are also provided adjacent to the café and next to the playground.
- 5.4 The presence of a team of onsite staff helps to create a secure and safe environment for visitors to the Wood. Many regular visitors know or recognise the team.

Playground

- 5.5 The playground is a well-used facility attracting many visitors and is particularly favoured by younger children. A camera has been installed in a bird box with a monitor located in the building adjacent to the playground. This provides the opportunity to see birds nest-building and feeding their young.

Sport field

- 5.6 The sport field is located in the centre of Highgate Wood covering an area of approximately 2.6 hectares (6.5 acres). It is a popular feature of the Wood and is used throughout the year for informal games, picnics, sunbathing and walking etc. There are also two football pitches that are in use from September to April and a cricket pitch from April to September. The pitches are hired out to local teams and the sport field is also used by schools for sport days and athletics.



The sport field is popular with local football and cricket teams

- 5.7 There are changing facilities and showers provided in the building attached to the café and a score hut is provided for the cricket teams. The sport pitches are marked out prior to each game together with the erection of goalposts, nets and sightscreens. Two cricket practices nets are provided in the south-western section of the field and are open at all times throughout the year. They are the only free practice cricket nets in the London Borough of Haringey and are well used.

- 5.8 The woodland backdrop provides a unique setting to the sport pitch and there are number of teams and leagues who are long-term users and the fixture list is fully subscribed.



EVENTS AND ACTIVITIES

- 5.9 The CoL holds a full programme of events and activities at Highgate Wood ranging from Christmas Tree Recycling to guide walks and bush craft skills. Events and activities are delivered by CoL staff with the support of volunteers. An example of the annual events calendar for Highgate Wood is shown in **Appendix 4**.

EDUCATION AND INTERPRETATION

- 5.10 The ancient woodland of Highgate Wood and the species it supports provides a great number of opportunities for the local community to come into contact with the natural environment.
- 5.11 Highgate Wood is becoming increasingly popular as a local learning resource particularly local primary schools, who want to provide a natural outdoor setting for curriculum subjects such as natural history and the environment. Students are able to experience the woodland within walking distance to their school. CoL staff provide walk and talk sessions on nature and woodland species.

Highgate Wood staff lead educational walks. (photo courtesy of Sue Czapska)



- 5.12 The sport field is very popular for summer sport days. Schools without sport fields are encouraged to use the fields for formal and informal sport activities.

Education centre

- 5.13 A free annual newsletter is produced by the CoL and is available from the education centre. The education centre also provides trail guide leaflets and information on wildlife and history.
- 5.14 The education centre contains a Roman Kiln exhibition which includes a small section of the original 1st Century AD kiln that was unearthed in Highgate Wood in the early 1970's. There are plans to increase this exhibition which would involve the construction of an extension or reconfiguration of the existing building. The exhibition will be a joint venture between the CoL, the Museum of London and Bruce Castle Museum. Work is currently under way to prepare the proposals for the building work (see Chapter 7) and to secure funding. It is hoped that the project will be completed by 2014.

VOLUNTARY GROUPS

5.15 The Heath Hands volunteer group help with conservation work in the Wood including coppicing of hazel and clearing areas of brambles and ivy. Local school students also help with conservation works including the planting of hedges to protect sensitive ecological areas.

5.16 Some wooden bird and bat boxes have been made by local students and scout groups. A local resident has set up a scheme in which local estate agents donate “Woodcrete” bird and bat boxes to the Wood as well as a hedgehog and bumblebee box.



VISITOR SURVEYS

5.17 A visitor survey was carried out in August 2000 by using face-to-face interviews with people in the Wood. The survey was carried out on one day and 122 questionnaires were completed. The aim of the survey was to understand current usage and satisfaction levels as well as capturing visitor opinion on current management.

5.18 A second survey was carried out over a 10 month period from October 2004 to August 2005. This was a self-selected survey with questionnaires being provided at the Information Hut. 151 surveys were completed, 119 of which were completed fully. The results of this survey recorded the following:

- 86.8% of respondents travelled to the Wood by walking (45.5%) or car/motorcycle (41.3%)
- 52.6% of respondents visited the Wood less than once a week with 21.1% visiting about once a week and 16.4% visiting three or more times
- 44.3% of respondents visited the Woods for one to two hours with 28.9% visiting for more than two hours and 22.8% visiting for half an hour to one hour
- 70.5% of respondents visited the Wood during the weekend with 32.5% of respondents visiting on weekend afternoons and 19% visiting on weekend mornings. 21.4% of respondents visited on weekday afternoons
- 31% of respondents visited from postcodes within NI0
- 51.4% of respondents who visited the woods had children of school age
- 30.1% of respondents visited the Wood for relaxation or informal recreation and 24.4% of respondents visited for contact with nature
- 88.2% of respondents felt safe when they visited the Wood
- Fear of dogs (41.4%), fear of crime (27.6%) and intimidation from other people (24.1%) were identified as the main factors which made respondents feel unsafe

- 19.9% of respondents had a dog in their household
- 28% of respondents felt that there were issues with dogs in Highgate Wood with dog poo and dogs not on leads the main issues
- 92.5% of respondents felt that CoL provide very good (55.5%) or good (37%) services at Highgate Wood

EVALUATION

- 5.19 Highgate Woods is one of the few areas of woodland in London that has resident staff, which combined with relatively secure funding, provides a welcoming and safe environment for local communities.
- 5.20 The popularity and high level of use of the sport field can lead to conflicts between users groups along with wear to the fabric of the field. The management and maintenance of the sport field is guided by a separate management plan and involves a regular programme of aeration and fertilisation (autumn/ winter and spring/ summer feeds) to ensure alleviation of compaction and repair to worn areas of the field. The management plan for the sport field can be seen in **Appendix 5**.
- 5.21 The environment and history of the Wood, along with the enthusiasm and knowledge of staff combine to provide a significant educational resource. The education centre adds to the offer and has further potential for improvement subject to fundraising.
- 5.22 The playground, toilets and café are all highly valued and well used facilities with the café and playground continuing to form hubs of activity in the Wood.
- 5.23 The Management team wish to explore the feasibility of creating a new 'Friends of Highgate Wood'. This would be primarily formed as a core of volunteers to carry out conservation work but could also contain a small focus group based on the working group who were assembled for the Conservation Management Plan Workshop.

6 Built environment

- 6.1 This section provides details of the built features within Highgate Wood. A description for each of the features is given together with details of existing use and management arrangements. **Figure 6.1** locates the built features within Highgate Wood.

OVERVIEW OF THE BUILT ENVIRONMENT

- 6.2 Buildings began to appear within Highgate Wood shortly after the Ecclesiastical Commission transferred ownership of the Wood to the City of London Corporation as a gift (1886). Highgate Wood currently contains six staff lodges, a café and changing rooms, a Grade II listed drinking fountain, a playground, and gates at each entrance.

Drinking Fountain

- 6.3 One of the first built features added to the Wood was the drinking fountain. Located in the north part of the site, the fountain dates to 1888 and was erected shortly after the opening of Highgate Wood as a public open space. The fountain is listed at Grade II by English Heritage for its architectural importance. The obelisk is formed from Pink Peterhead granite with chamfered angles and is set over a broad basin. Both are carried on a square plinth standing on an octagonal base which is formed of grey granite. The plinth contains a narrow trough.

Lodges

- 6.4 The Lodge was the first building to be constructed in the Wood and dates to 1886. It was designed by the English architect Sir Horace Jones who was also responsible for the designs of Leadenhall Market and Old Billingsgate Market. The Lodge is built in the mock Tudor style popular at the time and was traditionally the home of Highgate Wood's Head Keeper. The Coronation and Hornbeam Cottages were built during the 1950's and Sheppard Cottages were built during the 1970s.



New staff office near to cafe.

- 6.5 The lodges currently provide accommodation for the woodland team which enables the CoL to have a presence on site 365 days per year providing a sense of security for the site users. A store shed and offices are located adjacent to the Sheppard Cottages and are used by the CoL staff.

The café and changing rooms

- 6.6 The café is located in a former cricket pavilion, which dates to the 1930s. It is a well-used facility which is very popular with local residents and provides a useful focal point for the site. Its popularity often results in park users having long waits for tables.

- 6.7 The café is nestled within the woodland edge to the northeast of the sport pitch. However, its location in the heart of the Wood creates a major logistic problem as all deliveries and other related vehicle movements have to drive into the centre of the site. This leads to conflicts between pedestrians and vehicles.



The café at Highgate Wood located within former cricket pavilion.

Playground

- 6.8 The playground currently covers an area of 2,000 m². It is located near to Archway Road entrance and is within easy walking distance of several local primary schools. The playground was modernised in 1990 and a toilet block was added during the winter period of 1996/7. Further works were carried out in the playground during 2010 with the replacement of the Tots Tree house and the installation of a new space net.



The play area is a highly valued feature of Highgate Wood. .

- 6.9 The playground is checked daily before opening to ensure that the equipment is safe for use. A more detailed check is carried out every week. A qualified specialist engineer inspects all the items twice a year and reports the findings to the City of London.

Education centre

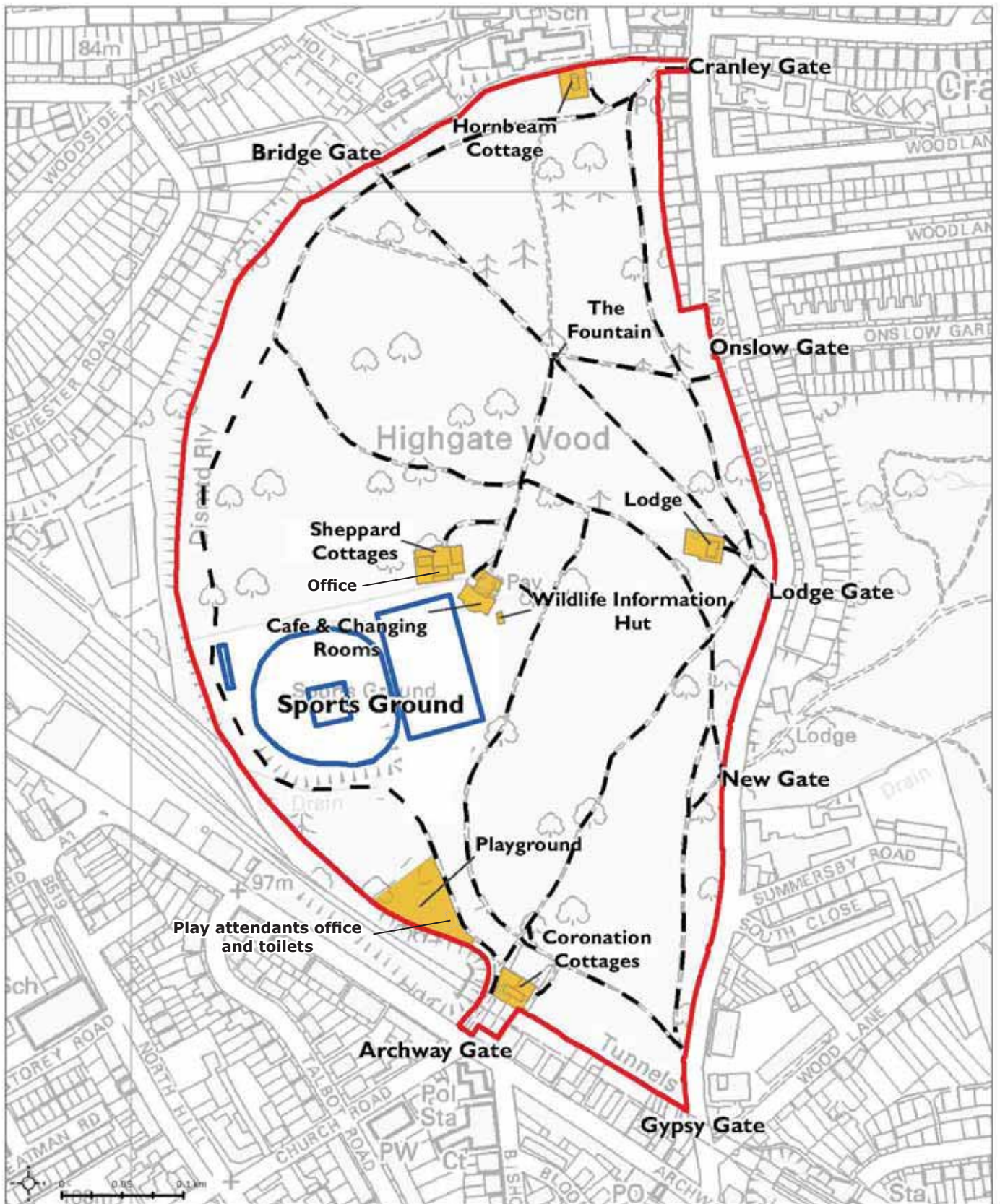
- 6.10 The education centre was added to the Wood in 1995 and provides information on the heritage and nature conservation aspects of the site. The building was constructed by a company called Norwegian Log and original drawings and specifications of the structure and its foundation slab have been obtained and appear in **Appendix 6**.

Gates

- 6.11 There are currently seven entrances to Highgate Wood however the 1873-76 Map records entrances at Gypsy Gate, Archway Gate and Onslow Gate. An entrance at Bridge gate is also shown but the location differs slightly due to the construction of the Alexandra Park Branch. Cranley Gate, Lodge Gate, New Gate and Bridge Gate are recorded on mapping dating to 1913-15. All the gates are of a modern design.

Paths

- 6.12 Highgate Wood has a good network of pathways providing access to all parts of the Wood. The pathways are designed to be unobtrusive and appropriate to the environment.



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LUC LON 5023-01_007 Built fabric 11/04/2010

- Sports grounds
- Present day boundary
- Current path network

Highgate Wood

Figure 6.1
Built Fabric and
Community Facilities



- 6.13 Highgate Wood forms part of the Capital Ring which is a green footpath surrounding London which has been designated a 'strategic walk' by the Mayor of London.

Vehicle entry

- 6.14 Vehicle entry to the Wood is limited to a single access point at Onslow Gate along Muswell Hill Road on the eastern boundary. There is limited parking available in the Wood for visitors with impaired mobility. Other vehicle movements through the Wood include deliveries to the café and by the woodland team accessing the lodges. The vehicle route from Onslow Gate through to the café is surfaced in tarmac.
- 6.15 Cycle barriers have been introduced to try and reduce conflicts with other user groups.

Signage

- 6.16 Signage and noticeboards are provided at each of the entrances. The noticeboards provide information on facilities, details of forthcoming events and management activities. Finger posts are located at key locations throughout the Wood linking key features both within and outside of the Wood's boundary. Waymarkers are provided throughout the wood to demarcate Healthy Walk Trails and a children's' nature trail.

Function and maintenance of buildings and built features

- 6.17 The buildings and structures within Highgate Wood are maintained by the Property Services Division of the CoL Surveyor's Department. This includes responsibility for asset management and, in respect of these assets, health & safety and conformity to legislation. The Service Level Commitment document outlines the working relationship between Property Services and the Open Spaces Department.
- 6.18 Built features are inspected weekly and any repair issues are reported to Property Services. All issues are logged with progress tracked and the works assessed and planned in accordance with budget availability, or mandatory requirements. The Open Spaces Department are responsible for funding all improvements works which are arranged through Property Services or installed to a standard acceptable to Property Services.
- 6.19 All built features within Highgate Wood have been recorded in an Asset Registration Database. The database is a web based system and contains a description and use for each feature along with its location and a description of the current condition. A draft 20-year plan for the built features was produced in 2008/09 and highlights the projected annual costs for the repair and maintenance of each building/ feature. In addition, the CoL Surveyor has carried out detailed audits of all sites to ensure optimum use. Proposals to secure appropriate levels of long term funding to deal with the potential funding shortfall for repairs and maintenance have been developed by the Chamberlain and CoL Surveyor.
- 6.20 Ongoing maintenance operations of buildings and structures include:
- The public toilets are inspected and cleaned on a daily basis

- Path maintenance including infilling pot holes, surface dressing and weed control
- Inspection and cleaning of seating
- Removal of graffiti
- Repairing vandalism
- Clearance, and maintenance of drains/ gullies
- Repair, maintenance and installation of fences/ gates
- Repair, maintenance and installation of seats, signs, paths and bins
- Visual inspection of paths, fences, gates, notices and other features

Leases and tenancies

- 6.21 Five of the six lodges are currently occupied by residential CoL staff and one lodge is currently used as an office.

EVALUATION

- 6.22 The collection of lodges within the site allows the residential members of the team to provide extended opening times especially during the summer months when visitors and local residents can enjoy the long summer evenings.
- 6.23 The network of footpaths enables freely accessible routes around the site whilst the café, playground and education centre provide popular focal points for informal recreation and relaxation.
- 6.24 Although traffic movements are limited, there is still concern about safety issues and conflicts between pedestrians (particularly dog walkers and those with young children) and vehicles.
- 6.25 The café is very popular and well used facility. However the catering facilities are cramped and are inappropriate for its commercial use. There is also limited seating within the café. Likewise, the education centre is a popular facility but space for displays is restricted.
- 6.26 The entrances are clearly defined but signage is overbearing and not sympathetic to the woodland character.

7 Consultation

- 7.1 This section provides an overview of the consultation events carried out to guide the development of this CMP.

HIGHGATE WOOD ADVISORY GROUP

- 7.2 The process for the development of this CMP has involved the formation of an Advisory Group, which was formed of local specialists, members of the Highgate Wood Consultative Committee, representatives of local community groups/ organisations and members of the Highgate Wood management team.

Workshop

- 7.3 A workshop was held on Friday 9th September 2011 as a key stage in the process of producing the CMP for Highgate Wood. The purpose of the workshop was to gain the support and views from the Advisory Group.
- 7.4 Advisory Group members were assigned to one of three groups according to their core area of interest or expertise. Group discussions were guided by a facilitator. The three groups were as follows:
1. Heritage
 2. Community/ Recreation
 3. Biodiversity
- 7.5 Each group were asked to complete three tasks to consider the following:
- A. Significance
 - What is important / why / where?
 - B. Issues and opportunities
 - How is the significance vulnerable?
 - How Highgate Wood be improved?
 - C. Developing objectives
 - How do we address the key issues/ opportunities? – developing a management approach
- 7.6 A summary of the findings of this workshop are provided in the paragraphs below.

Summary of significance from each group

1. Heritage
 - Highgate Wood has a long history of use and development. Its heritage values include a range of archaeological features including the earthworks and the Roman Kiln site; the ancient woodland; development of Highgate Wood during the Victorian period; and the use of the woods during wartime. The broad range of heritage features provides significant opportunities for interpretation and education.

2. Community and recreation

- Highgate Wood is an easily accessible green open space with a special atmosphere. It provides a safe feeling with top quality facilities as well as excellent educational and recreational activities for all ages.

3. Biodiversity

- Highgate Wood is significant for the range of habitats and species that it supports and its location within the built environment and the connectivity with the surrounding nature conservation sites. It also has a consistent and diverse collection of historical survey records.

Common issue/ opportunity and themes

1. Conserving the woodland structure:

- The importance of preserving and perpetuating the 'key stone' species within the woodland and continuing to practise a degree of coppice management including the creation of future conservation areas.

2. The importance of further research and investigation:

- The need to carry out extensive research on the history of the site, focusing on the earthwork structures and Church archives. This research should also include monitoring the woodland and tree condition.

3. Networking:

- The importance of forging stronger relationships with both external agencies such as the Museum of London, but also other nearby Ancient woodland sites in the area.

4. Access considerations:

- The need to consider more carefully how to control access throughout the site, both in terms of vehicle movements and existing infrastructure but also pedestrian impact on the woodland areas and compaction and erosion concerns.

5. Community involvement:

- The need to increase community involvement, focusing on growing a core of local volunteer for conservation work and looking at encouraging young people to get involved.

Objectives

- 7.7 Having given consideration to the significance, issues and opportunities of Highgate Wood, each group was asked to develop a series of objectives to guide future management. These were then presented to the Advisory Group with each member encouraged to prioritise just two of the objectives. The results of this activity can be seen in **Appendix 7**.

8 Statement of significance

8.1 This section summarises the many and varied layers of significance that make Highgate Wood an important and highly valued resource.

8.2 The statement of significance is arranged under the themed headings as set out earlier in the Plan, however it is important to emphasise that **Highgate Wood's significance is defined by its evolved character as managed Ancient Woodland still retaining the distinct fabric of hornbeam coppice with oak standards. The inherent beauty of the Wood, its time depth value, the rich diversity of habitats and species and its use by the community are all related to this character and form of management.**

HERITAGE

8.3 Highgate Wood has a **long history of use and development**. Its heritage values include the range of archaeological features including the earthworks and the Roman Kiln site; the ancient and veteran trees as key features of the landscape; developments during the Victorian period and the use of the Wood during wartime. The heritage resource provides significant opportunities for interpretation and education.

8.4 The **extensive historic records** of Highgate Wood reach back to the Roman period. There are also records charting Highgate Wood through the early medieval period. Flints from the Early Mesolithic period have also been uncovered on the site, suggesting early human settlement. There are good sources of information from the period prior to the site's transfer over to the CoL's ownership which indicates the rapid decline of the Wood's use as a fuel resource with growing coal availability.

8.5 The **visible archaeological evidence** of banks, ditches, past tree management techniques and the significant discovery of the Roman pottery kiln give the Wood immense time depth interest. The Roman pottery kilns were discovered in in the late 1960's and there followed a number of archaeological digs overseen by the Museum of London. The excavations revealed a considerable quantity of pottery centred round a series of kilns using the natural resources on the site (wood fuel, clay and water) to sustain a transient pottery ware industry. Ancient hornbeam coppice stools and mature standard oaks provide engaging and attractive visible evidence of the former use and management of the woodland.

8.6 The heritage values provide immense opportunities for education and interpretation which are partly realised through various walks and talks by staff and a local historian, along with the education centre which provides static displays.

NATURAL ENVIRONMENT

8.7 **Ancient woodlands** are some of the richest sites for wildlife offering habitats suitable to support a wide range of wildlife and often containing more

threatened species than any other UK habitat³. The Wood provides a **range of habitats which support a number of protected and UK BAP priority species** including bats, birds, fungi and moths. Highgate Wood contains important Ancient Woodland indicator species including the Wild Service Tree (*Sorbus terminalis*) which indicates a continual presence of woodland for hundreds of years. Highgate Wood is designated as a site of **Metropolitan Importance for Nature Conservation** providing a clear indication of its London-wide significance for nature conservation.

- 8.8 Highgate Wood is managed by a dedicated team of eight staff who collectively possess a great deal of **experience and detailed knowledge of the sites flora and fauna**. Together with the support of local specialists, the team have dedicated much time and effort to recording biodiversity and species abundance on site. This information has been collected over 20 years and is a **valuable record of changes in habitat and species distribution**.
- 8.9 **Several local experts on fungi, fauna, local history and archaeology live locally** to Highgate Wood. These individuals are a valuable source through supporting the management team and through their ongoing work leading educational walks on their specialist areas.

COMMUNITY AND RECREATION

- 8.10 Highgate Wood is an **easily accessible green open space with a special atmosphere**. It provides a safe feeling with good facilities as well as educational and recreational activities for all ages.
- 8.11 The Wood is a very **important resource for the surrounding community** and provides a variety of options for precious periods of relaxation from the pressures and demands of modern urban life. The Highgate Wood management team have been able to foster long standing relationships with local residents, which has helped nurture a **welcoming environment where people feel safe and secure**. The site has several distinct groups of people enjoying the natural environment from early morning joggers, to young children and their parents exploring the woodland to dog walkers and power walker groups. **The café is very popular** with families with young children and it acts as an essential hub to for the site where people can sit down for a coffee or meal. It is also generates a useful income for the CoL.
- 8.12 The **sport field within a natural woodland setting is a popular facility** for both football and cricket teams throughout the year. There are a number of teams and leagues who are long term users and the fixture list is fully subscribed. The cricket practice nets are the only free nets in the London Borough of Haringey and are well used throughout the season. The sport field is very popular for summer sports days.
- 8.13 **Local primary schools frequently visit Highgate Wood** as a learning resource making use of the natural outdoor setting for curriculum subjects such as natural history and the environment. Children are able to have a real outdoor rural experience within walking distance of their school, with staff being able to provide walk talk sessions on nature and woodland species.

³ Woodland Trust

BUILT ENVIRONMENT

- 8.14 The addition of the built features during the late 19th and 20th centuries has resulted in a **collection of buildings set within a unique woodland setting** in the dense urban environment. **The Lodge and the Fountain are of particular importance and interest.** The Lodge was the first building to be constructed in the Wood and dates to 1886. It was designed by the English architect Sir Horace Jones who was also responsible for the designs of Leadenhall Market and Old Billingsgate Market. The Fountain was built in 1888 and is of national important as evidenced by its Grade II Listed Building status.
- 8.15 The **network of footpaths enables freely accessible routes** around the site whilst the **café, playground and education centre provide popular focal points for informal recreation and relaxation.** The five staff cottages allow for the Wood to be open to the public throughout the year with a member of staff available at all times.

SECTION C: ANALYSIS

9 Issues, vulnerability and opportunities

- 9.1 This section considers key management issues, ways in which the significance of the Wood is vulnerable and any opportunities that have become apparent during the CMP process. **Figure 9.1:** provides a photographic record of issues, vulnerabilities and opportunities.

HERITAGE

1: Heritage	
I(a)	A legacy of mismanagement of the Wood including management as a formal park and loss of historic woodland management techniques has changed the character of the Wood. This is being reversed but there is opportunity to further strengthen the woodland character.
I(b)	Earthwork features have been accurately mapped but the function and age of the earthworks remains unconfirmed. Further investigation of the earthwork structures and their history is required to establish their age and origins.
I(c)	There is some damage to earthworks due to erosion through foot-fall and vegetation growth on earthworks.
I(d)	There is a threat of damage to archaeology from general maintenance work e.g. tree planting.
I(e)	There are opportunities to obtain further information about the history of the Wood, e.g. in the St. Paul's archive.
I(f)	The Wood is a fantastic educational resource; the education centre provides engaging displays on the heritage of the Wood including part of the kiln structure. However there is scope to extend and improve learning facilities and material.
I(g)	There are a number of distinct areas of ancient woodland in the vicinity of Highgate Wood. There is opportunity to strengthen their connection to celebrate the fragments of a past landscape which once dominated the area.
I(h)	Connections with external heritage organisations and other partners could be improved to improve service delivery.

NATURAL ENVIRONMENT

2: Natural Environment	
2(a)	Up until recently there has been little support from the CoL ecology teams who have been focused on projects and surveys on Hampstead Heath.
2(b)	The current operational management plan does not provide detail on habitat management and surveying work. There is a need to identify the works to be done over the next 5-10 years.
2(c)	There is often little time allocated to woodland management due to the resource requirement of other features and for delivering activities (e.g. education walks).
2(d)	There are some specific and potentially serious issues to be addressed with the future of the existing woodland e.g. the continuing decline of the oak standards and the threat of other tree diseases such as Oak Precessionary Moth which could present a major public health and safety issue, and further weaken the trees.
2(e)	Until recently there has been very little communication at management level

2: Natural Environment	
	between Highgate Wood and other nearby woodland sites.
2(f)	Coppice woodland is under threat with a dramatic decline in managed coppice woodland in the UK over the last ninety years.
2(g)	The oak standard population is progressively declining.
2(h)	The tree age class distribution is poor with the majority of the existing oak trees 140-200 years old with a small number of older trees.
2(l)	Increased visitor numbers can negatively impact on the natural fabric of the site.
2(j)	The site suffers from frequent vehicle traffic movements mostly centred round the café operations.
2(k)	The Friends Group disbanded some time ago. A new Friends Group could be beneficial for the site and would enable the formation of a volunteer group to assist with woodland conservation operations. It would also provide a useful opportunity to raise additional funding for the site and might pair up with the Friends of Queen's Wood.
2(L)	There are opportunities to extend the existing education programme for primary and secondary school age groups.
2(m)	Highgate Wood is currently designated as a Site of Metropolitan Importance for Nature Conservation. However gaining Local Nature Reserve status would increase the protection of the Wood and would demonstrate its nature conservation importance to the surrounding community.

COMMUNITY AND RECREATION

3: Community and recreation	
3(a)	There is not currently a local representative group that has direct links with the site.
3(b)	Highgate Wood would benefit from a committed volunteer group from the local area.
3(c)	Recent years have seen a rise in the numbers of teenagers using the site particularly during spring/ early summer period. This has coincided with an emerging pattern of small isolated groups of individuals on site who have caused damage to property on site and have been involved in incidents of theft and threatening behaviour.
3(d)	There is reluctance from local secondary schools to use Highgate Wood for lessons or after school clubs.
3(e)	The Heath Constabulary are currently exploring an additional role at Highgate Wood to increase security and assurance to the public.
3(f)	There is renewed enthusiasm and interest in woodlands and woodland management due to increased public awareness of environmental issues.
3(g)	Highgate Wood is one of a number of Ancient Woodland sites in Haringey. There is opportunity to strengthen their connection to celebrate the fragments of a past landscape which once dominated the area.
3(h)	The Highgate Wood team have launched a new DVD to encourage more people to use the site as an excellent location to exercise with a number of different levels to suit individual needs.

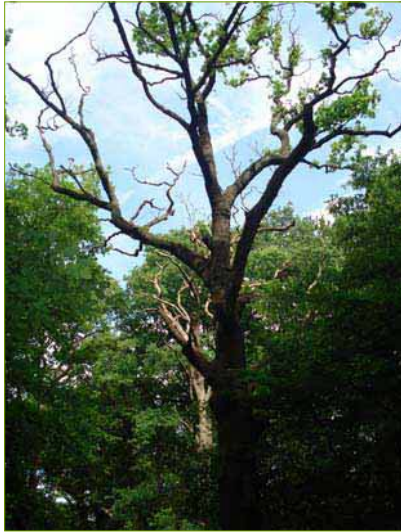
3: Community and recreation

3(i)	Local horticultural and arboricultural colleges need suitable locations for training and there is potential for Highgate Wood to be used as a training location.
3(j)	The London Borough of Haringey's Magistrates Court is located close to the Wood and could provide an alternative non-urban location for young people to carry out community service.
3(k)	The sport pitch often creates conflicts between players, picnickers and others enjoying the field area on busy weekends.
3(l)	The sport pitch experiences problems with drainage and often becomes waterlogged during prolonged periods of wet weather.
3(m)	There could be potential to generate additional income through recreational events.
3(n)	There could be potential to provide further opportunities for improving general fitness and outdoor recreation to offset the increasing concerns about obesity within the primary school age group.
3(o)	Higher visitor numbers could increase disturbance to wildlife.

BUILT ENVIRONMENT

4: Built environment

4(a)	The location of the café at the centre of the site provides a major logistical problem as all deliveries and other related vehicle movements have to come into the centre of the site which leads to conflicts between pedestrians and vehicles.
4(b)	The size of the café restricts the current business operation.
4(c)	There is currently no cycling permitted in the Wood and there is limited vehicle access.
4(d)	Parking for authorised traffic is centred on the café which detracts from the woodland setting.
4(e)	Disabled access is limited to parts of the site.
4(f)	A number of lodges are poorly insulated and have antiquated inefficient heating systems.
4(g)	The play area is a popular facility but offers a limited range of equipment for children in the 7-10 age group.
4(h)	The buildings within the Wood could be run on more sustainable fuel systems given the rich resource on their doorstep.



Progressive decline of the Oak standards.



Sections of the Wood have been fenced off to create conservation areas.



The cafe is popular with visitors but the kitchen facilities are restricted.



The area surrounding the cafe experiences problems with erosion and compaction.



Onslow Gate is the only point of entry for vehicles.



The location of the cafe at the centre of the sites leads to conflicts with between pedestrians and vehicles.



The sport pitches are a well used by local clubs.



The Education Centre provides visitors with the opportunity to discover about the heritage of Highgate Wood.



The Roman Kiln which was discovered at Highgate Wood in the 1960s should be permanently displayed in the Education Centre.



Grade II Listed drinking fountain within Highgate Wood.



The play area is frequently used by families and experiences high levels of use at the weekends.



The Woodkeepers' Lodges are a unique feature of Highgate Wood.

**SECTION D: CONSERVATION STRATEGY,
OBJECTIVES AND ACTION PLAN**

10 Vision and Policies

- 10.1 This section of the report takes forward the findings of the preceding sections of this CMP to formulate a vision and management policies for Highgate Wood. The management policies are illustrated in **Figure 10.1: Masterplan**.

PUBLIC CONSULTATION

- 10.2 Visitors to Highgate Wood were given the opportunity to comment on the proposals for the conservation and management of the Woods during two public consultation events held on 2nd September and 20th October 2012. Draft versions of the masterplan, vision and management policies for the Wood were displayed near to the café. Visitors were encouraged to indicate whether they agreed or disagreed with each of the proposals. The response from the event was very positive with the results revealing that the majority of respondents were supportive the proposals for Highgate Wood. A full breakdown of the results from the consultation events is provided in **Appendix 8**.

VISION FOR HIGHGATE WOOD

- 10.3 The vision for Highgate Wood describes the direction for the Management team to follow and is supported by the site wide policies as identified in the tables below.

To ensure the continuity of Highgate Wood as a managed Ancient Woodland site, whilst maintaining its reputation as a safe environment for relaxation, recreation and education. This special character, combining with heritage features, and conservation value will be conserved and enhanced for the benefit of current and future generations.

SITE WIDE POLICIES

- 10.4 The following site wider policies have been developed and reviewed following the public consultation events.

Policy I: Heritage		Responds to issue, vulnerability or opportunity	Timing			
			Ongoing	Short term	Medium term	Long term
Policy I(a)	Conserve all earthworks through gradual vegetation removal, fencing and interpretation. On-going maintenance of the earthworks will be required.	I(c)	x			
Policy I(b)	Mark out all archaeological features and provide relevant education and training to management staff.	I(d)		x		
Policy I(c)	Seek to extend the education centre to allow for the return of the Roman Kiln structures and display new information about the origin of the earthworks. An initial options appraisal for the extension of the education centre appears in Appendix 9 of this Plan.	I(f)		x		

Policy 1(d)	Explore further opportunities for interpretation and education and develop a heritage themed programme of events throughout the year.	1(f)			x	
Policy 1(e)	Strengthen links with English Heritage and the Museum of London to explore avenues for future projects e.g. selective excavation and dating of earthworks.	1(h)			x	

NATURAL ENVIRONMENT

Policy 2: Natural Environment		Responds to issue, vulnerability or opportunity	Timing			
The coppice with standards structure will be conserved with new conservation areas created and managed. The oak population will be conserved and its age class extended; species diversity will be maintained and enhanced. A programme of survey and monitoring will be implemented to inform future review of the CMP.			Ongoing	Short term	Medium term	Long term
Policy 2(a)	Develop a prescriptive management strategy to guide the conservation of the oak and hornbeam population over the next 10 years and beyond.	2(b)		x		
Policy 2(b)	Work closely with other City of London Open Spaces, the Forestry Commission and other tree health organisations to plan and protect against present and forthcoming tree disease threats.	2(d)			x	
Policy 2(c)	Promote research opportunities with students or post graduates with a focus on vulnerabilities of woodland species, in particular the decline of the oak standards.	2(d)				x
Policy 2(d)	Strengthen links with London Borough of Haringey and consider opportunities to create and enhance 'green corridors' and coordinate habitat management across local Ancient Woodland sites and raise awareness of this vulnerable habitat.	2(e)			x	
Policy 2(e)	Manage and expand the existing coppice areas and seek opportunities to create new areas.	2(f)	x			
Policy 2(f)	Monitor the oak standard population as a keystone species, prolong its longevity and continue restocking operations.	2(h)				
Policy 2(g)	Seek to gain Local Nature Reserve status for Highgate Wood to provide greater protection and to promote the nature conservation importance of the Wood to the local community.	2(m)		x		
Policy 2(h)	Encourage the Conservation and Arboricultural Staff on Hampstead Heath to become involved in the management of the Wood and explore the possibilities of learning from other CoL sites.	2(c)			x	

COMMUNITY AND RECREATION

Policy 3: Community and recreation	Responds to	Timing
---	-------------	--------

The wide range of recreational facilities and uses of Highgate Wood will continue to be provided, actively promoted and enhanced. The City of London will continue to engage with schools, interest groups (e.g. London Wildlife Trust) and the general public to ensure that the Wood's importance and range of facilities is fully understood and used.		issue, vulnerability or opportunity	Ongoing	Short term	Medium term	Long term
Policy 3(a)	Build on existing relationships with the local community and stakeholders to form a dedicated Friends of Highgate Wood group formed around a core group of volunteers.	3(a) and (q)	x			
Policy 3(b)	Improve links with young people and youth community groups.	3(c)			x	
Policy 3(c)	Explore opportunities to host events that raise the awareness of the UK's woodland heritage and its vulnerability.	3(f)			x	
Policy 3(d)	Develop a health and well-being programme and investigate Natural England's Greenspace Walking Scheme.	3(h)		x		
Policy 3(e)	Explore options to resolve conflicts between sports people and those enjoying the field area on weekends.	3(k)		x		
Policy 3(f)	Explore feasibility of increasing charges for hiring out the facilities and explore all avenues for marketing and income generation. The charitable status of the organisation should be highlighted.	3(m)		x		
Policy 3(g)	Promote public access but ensure careful monitoring of visitor numbers and restrict access to sensitive ecologically and archaeologically sensitive areas.	3(o)	x			
Policy 3(h)	Increase knowledge of and links to Queen's Wood through use of signage, websites, leaflets, maps and electronic information.	3(g)		x		

BUILT ENVIRONMENT






Policy 4: Built environment		Responds to issue, vulnerability or opportunity	Timing			
The condition and appearance of existing buildings will be maintained and the setting of key heritage features such as the Fountain and the Lodge will be enhanced. Infrastructure and site furniture will be maintained and rationalised where possible and high quality design and materials appropriate to the woodland setting will be used throughout. There will be a general assumption against further built development unless it is deemed to have no negative impact upon the heritage, ecology or enjoyment of the site and it is of outstanding architectural design or the benefits it delivers are of sufficient merit.			Ongoing	Short term	Medium term	Long term
Policy 4(a)	Investigate options to create a small car park for visitors with mobility difficulties close to Onslow Gate.	4 (a) and (d)		x		
Policy 4(b)	Re-configure the layout of the existing café building to improve kitchen facilities and to increase the capacity for indoor dining.	4(b)		x		
Policy 4(c)	Rationalise vehicle deliveries and restrict vehicle movements throughout the site.	4(a)		x		







Policy 4(d)	Promote access for all and ensure existing provision is DDA compliant.	4 (d) and (e)	x			
Policy 4(e)	Improve environmental performance of buildings throughout the wood e.g. insulation of lodges, updating heating systems and photovoltaic installation.	4(f)				x
Policy 4(f)	Increase the range of play equipment to cater for children in the 7 – 10 age group.	4(g)			x	

Figure 10.1: Masterplan





Key - Existing

-  Site Boundary
-  Grass
-  Area where bluebells thrive
-  Site of ancient pottery kilns AD 50-150
-  Existing footpath network

-  Existing vehicular route
-  Mature wild service tree
-  Wood bank/ woodbanks or site of historic importance
-  Existing compartment areas
-  The Hollies (bird sanctuary)
-  Existing conservation areas

Key - Proposed

-  Meadow area
-  Option for alternative small car park for visitors with mobility difficulties
-  Next phase conservation areas
-  Pedestrian priority zones
-  Consider upgrading desire line to create new footpath

-  Re-configure the layout of the existing cafe building to improve kitchen facilities and to increase the capacity for indoor dining.
-  Diversify the woodland edge to enhance the ecological value and to address safety concerns.

11 Implementation

- 11.1 The delivery of the revenue and capital actions outlined in the preceding sections (and illustrated in Figure 10.1 Masterplan) will be co-ordinated by the CoL team led by the Highgate Wood Manager.
- 11.2 Each of the actions will be prioritised into a series of short, medium and longer-term action plans and will be included in the Open Spaces Department's business planning process. These tasks will then be incorporated into the North London Open Space Division's Annual Work Programmes.

AVOIDING HERITAGE IMPACTS

Avoiding risks during the implementation stage

- 11.3 In order to avoid risks to the heritage features during the implementation of the proposals, the following measures should be considered and reviewed:
- Tree removals and work to understory vegetation should be avoided from early March to August to avoid disturbance to breeding birds
 - Work should be carried out by CoL staff with the appropriate skills and knowledge or reputable and suitably qualified contractors
 - Allowances should be made for archaeological watching brief where required
 - Close supervision of capital works should take place by a contract administrator and the contractor's site agent
 - Plan for sufficient staffing levels to deliver the revenue projects and in particular and the delivery of annual conservation tasks

Design development and additional information required

- 11.4 If the masterplan proposals and actions are to be implemented as part of one contract then a multi-disciplinary team would need to be formed to carry out additional surveys and design work. The team is likely to include:
- Ecologists
 - Arboriculturist
 - Landscape Architect
 - Architects
 - Structural and Services Engineer
 - Quantity Surveyor
 - CDM co-ordinator

PERMISSIONS AND AGREEMENTS

- 11.5 Planning permission may be required for some aspects of the work including the extension of the education centre and the creation of a new car park. Tree works consent may also be required.

FUNDING

11.6 The CMP identifies a number of actions that will require additional funding. The following funding streams may be applicable for Highgate Wood:

- Heritage Lottery Fund
- English Woodland Grant Scheme
- Natural England's Access to Nature Scheme

12 Adoption of the CMP and review

12.1 The Conservation Management Plan will be continually reviewed, revised and re-written. The cycle of the CMP is to:

- Adopt the CMP
- Operate according to the vision and policies held within the CMP
- Monitor the operation of the CMP
- Review the working of the CMP
- Reviewing the CMP to ensure that the vision and policies contained therein remain valid with time and changing circumstances

MONITORING THE CMP

12.2 CoL will be responsible for carrying out monitoring of all capital and management works to ensure that these are being carried out satisfactory. The Highgate Wood Manager will be responsible for the day-to-day implementation of the CMP and for ensuring that all relevant staff members are involved in the monitoring review of the CMP.

12.3 In addition, the following methods of monitoring and review will be implemented:

- Consultation with stakeholders, users of the Woods and those not using the site but living within its expected catchment area, to ascertain whether the vision and policies contained within the CMP still reflect the community's requirements.
- All key CoL staff will hold an annual internal meeting to monitor standards, to measure progress and to consider the success of the nature conservation works.
- Feedback from the annual Green Flag and Green Heritage awards.
- Review of comments received through GreenSTAT.

12.4 The CMP covers a period of 10 years and will be subject to continual review annually to enable any improvements and alterations to be made as necessary. The CMP will be formerly rewritten in the 5th and 10th year.

S:\5200\5223 Highgate Wood Conservation Management Plan\B Project Working\Documents\Report\Final\January
2013\5223_ConservationManagementPlan_020113_v6.doc

DOCUMENT INFORMATION

Setting

Value

Appendix I

Location of infrastructure at Highgate Wood



Reproduced from Ordnance Survey digital map data © Crown copyright 2012. All rights reserved. Licence numbers 100047514, 0100000678223-01 006 Historic Features All A3v2_RevB 07/01/2013

	Culvert		Woodland Canopy 2006
	Bus routes		Grass
	First aid		
	Contours		
	Current footpath network		
	Dog waste bins		
	Highgate Wood boundary		
	Playground		

Highgate Wood

Location of Infrastructure at Highgate Wood

LUC

Map Scale @ A4: 1:4,500

Source: Land Use Consultants

Appendix 2

Plan charting the losses of Highgate Wood during the 19th and 20th centuries



Current extent of Highgate Wood covering an area of approximately 28 hectares.



1813: The construction of Archway Road resulted in the division of southern section of Highgate Wood, which subsequently resulted in the loss of approximately 15 hectares of woodland.



1870's: The construction of the Alexandra Palace railway line resulted in the division of the western section of Highgate Wood and the loss of approximately 1 hectare of woodland.



1870's to 1930's: The Northern Line and Lanchester Road developments led to a further loss of approximately 10 hectares of woodland.

Appendix 2: Losses of Highgate Wood during the 19th and 20th centuries

Appendix 3

Protected species recorded at Highgate Wood

Table 5.1: Protected/ flagship species recorded at Highgate Wood and associated with ancient high canopy/ open oak and hornbeam woodland

Species	Designations
Flora	
Bluebell	Haringey BAP priority Wildlife and Countryside Act Schedule 8
Wild service tree	Haringey BAP priority
Ivy	Haringey Flagship
Hornbeam	Haringey Flagship
Rosebay willowherb	London Flagship
Podoschypha multizonata	UK BAP priority London BAP priority Haringey BAP priority

Table 5.3: Protected/ flagship species recorded at Highgate Wood and associated with grassland and wildflowers within selected coppiced areas

Species	Designations
Moths	
Shoulder-striped wainscot	UK BAP priority London BAP priority
Rosy minor	UK BAP priority London BAP priority
Rustic	UK BAP priority London BAP priority
Blood vein	
Mullein wave	UK BAP priority London BAP priority
Small phoenix	UK BAP priority London BAP priority
White ermine	UK BAP priority London BAP priority
Buff ermine	UK BAP priority London BAP priority
Garden dart	UK BAP priority London BAP priority
Small Square-spot	UK BAP priority London BAP priority

Speckled wood	London Flagship
Oak hook-tip moth	UK BAP priority NERC S4I
Lunar yellow underwing	UK BAP priority NERC S4I
Mouse moth	UK BAP priority London BAP priority
Grey dagger	UK BAP priority London BAP priority
Mottled rustic	UK BAP priority London BAP priority
Small emerald	UK BAP priority London BAP priority
Brindled beauty	UK BAP priority London BAP priority
Powder quaker	UK BAP priority London BAP priority
Small heath	UK BAP priority London BAP priority
White-letter hairstreak	UK BAP priority London BAP priority Haringey BAP priority
Toadflax Brocade	

Table 5.4: Protected/ flagship bats recorded at Highgate Wood and associated with scrub regeneration within selected coppiced areas including birch, willow and blackthorn

Species	Designations
Bats	
45 Pipistrelles	London BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np
55 Pipistrelles	UK BAP priority London BAP priority Haringey BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np

Brown long-eared bat	UK BAP priority London BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np
Daubenton's bat	London BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np
Noctule bat	UK BAP priority London BAP priority Haringey BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np
Leisler's bat	London BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np
Natterer's bat	London BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np

Table 5.5: Other protected/ flagship species recorded at Highgate Wood

Species	Designations
Stag beetle	UK BAP priority London BAP priority Haringey BAP priority Wildlife and Countryside Act Schedule 5 Conservation Regulations 1994 Schedule 2 Habitat and Species Directive Annex 2np
Mining bees	
Bumblebees	
Hedgehog	UK BAP priority London BAP priority Haringey BAP priority

Smooth newt	Wildlife and Conservation Act Schedule 5
Native goldenrod	Haringey BAP priority

Table 5.7: Protected/ flagship birds recorded at Highgate Wood and associated amenity grassland

Species	Designations
Birds	
Lesser spotted woodpecker	UK BAP priority London BAP priority
Song thrush	UK BAP priority London BAP priority Red listed
Sparrow hawk	Haringey Flagship
Great spotted woodpecker	London Flagship
Starling	UK BAP priority London BAP priority
Long-tailed tit	Haringey Flagship
Dunnock	UK BAP priority London BAP priority Amber listed
Blackbird	Haringey Flagship
Robin	Haringey Flagship
Wren	Haringey Flagship
Redwing	Wildlife and Countryside Act Schedule 1 Part 1
Tawny owl	
Nuthatch	

Appendix 4

Example of an events calendar for Highgate Wood

Highgate Wood diary of events 2011

Month	Event
March	Birds and their song walk
April	The story telling tree Historical walk
May	Spring guided walk Birds and their song walk Tree identification walk
June	Insect safari Evening bat watch Come meet the bees
July	Evening bat watch Bushcraft skills (children session) Bushcraft skills (adult session) The story telling tree Summer guided walk
August	Great green picnic Birds of Bray (birds of prey display) Bugs and butterflies Historical walks Wildwood play day Evening bat watch City critters circus play day
September	Evening bat watch Heritage day Moth identification evening
October	Walk to look at fungi Autumn guided walk
November	Tree and fungi walk
December	Winter guided walk

Appendix 5

Sport field management plan

City of London

MANAGEMENT PLAN
FOR
HIGHGATE WOOD PLAYING FIELD

January 2006

Introduction

The sports field in the centre of Highgate Wood is a very important and popular feature. It is approximately 6.5 acres in size and is used on a formal and informal basis.

The purpose of this management plan is to firstly outline the history and current management of the sports field and secondly make recommendations for any improvements, in order to continue the high standards recently achieved and also to continue raising the standards.

General Description

The sports field has two main sporting activities played on it, (Football and Cricket). There are three football teams and four cricket teams. A small annual fee is charged. One of the football pitches overlaps the cricket outfield. Full football and cricket markings are set out before play and goalposts, nets and sightscreens erected. Changing facilities and showers are available for use by the teams and a score hut is provided for the cricket teams.

The cricket square is 29m X 29m, giving us 10 playing strips. The four cricket teams also have one evening a week allocated to them to use the practice nets situated at the north west area of the field.

The two practice nets have a hard Astroturf surface. They are opened at 8.00am and are closed 30 minutes prior to closing through the playing season. They are used on a first come basis. A minimal hourly fee for the hire of the nets is charged.

During the summer, a small number of local schools hire the field for their organised sports day. We provide the markings for the running tracks they require.

During the week a small number of local schools that do not possess sports grounds use the field for informal games.

In March 2001 three exercise stations were installed for general use:

- 1) Chin-up bars situated at the north west of the field.
- 2) Parallel bars situated at the south west of the field.
- 3) Sit up bench situated at the south of the field.

The two football pitches are of similar size (105m X 60m). One runs from north to south at the East Side of the field. The other runs east to west at the north side of the field. The pitch on the north side overlaps the outfield of the cricket, to the north of the Cricket Square.

Current Use

There are three football teams, which play alternate Saturdays and Sundays. Old Tollingtonians Football Club plays every Saturday with five teams in their club, each taking turns to play on our site. Enigma Football Club and Five Bells Football Club are our Sunday teams and play alternate Sundays.

There are four cricket teams, Metro Cricket Club and Strongroom Cricket Club who play alternate Saturdays. Palm Tree Cricket Club and Black Rose Cricket Club play alternate Sundays.

The Football Season runs from September to April and the Cricket Season runs from April to September.

Five schools use our facilities for their Sports Days through June and July, with many other local schools using our field for other sporting activities. (i.e.: Rounders, Running, Football, Rugby practice, Cricket).

The field is an open space for all to use on a daily basis from 7.30am to 15 minutes before dusk, (4.15pm winter – 9.30pm summer). The field is often used in our Guided Walks (from Nursery level to adult), as an example of different habitat and therefore the flora and fauna is different to that of the woodland.

Staffing

The site is managed and maintained using staff employed by the City of London Corporation, Open Spaces.

The staff consists of six; this includes the manager, who all assist with the duties involved in maintaining the field.

History

Early Ordnance Survey maps show the field to be a very prominent feature within the woodland. In the mid 1800's the field was known as The Brickfields, indicating that bricks were made from nearby clay and then dried on the field itself.

Football and Cricket appear to have been played on the field since 1900's.

In the Second World War barrage balloons were anchored on the east side of the field in front of the café as part of London's Defences during the Blitz. The balloon was held down by cables attached to metal rings embedded into sunken concrete blocks. In dry summers the anchor points become visible, as there is insufficient water for the grass over the blocks, so it becomes parched. After the war, the Government of the day levelled the playing field in order to enhance it as a playing field for sports in gratitude for the part it played in defending London.

Drainage was laid in 1983 by a Youth Opportunities Scheme, overseen by their Supervisor. No aeration took place on the field until 1992. No overseeding took place until 1993. Feeding the grass with fertiliser started in 1993

Current Problems

The drainage that was carried out previously has been laid at the incorrect depth, as it is too close to the surface and the fall is inconsistent. The popularity of the wood and field has grown in recent years and this has led to compaction of the soil. Also due to recent abnormally wet weather this has led to persistent waterlogging in areas.

There is no rest time for the field as the football and cricket seasons run directly after each other.

Soil analysis carried out recently showed the pH levels on the football pitch running north to south was low.

Solutions

To alleviate the immediate drainage and compaction problem we have acquired a field aerator that enables us to spike the field up to a 6-inch depth. This will open up the soil structure to allow it to breathe and allow the grass roots to penetrate deeper. It splits the grass allowing it to tiller to produce a tougher and more resilient surface.

Overseeding now takes place in early October after the Cricket Season. This has bulked up the perennial grasses which are more suited to constant use, are better able to cope with all weather conditions and are able to compete more successfully with the weed grasses.

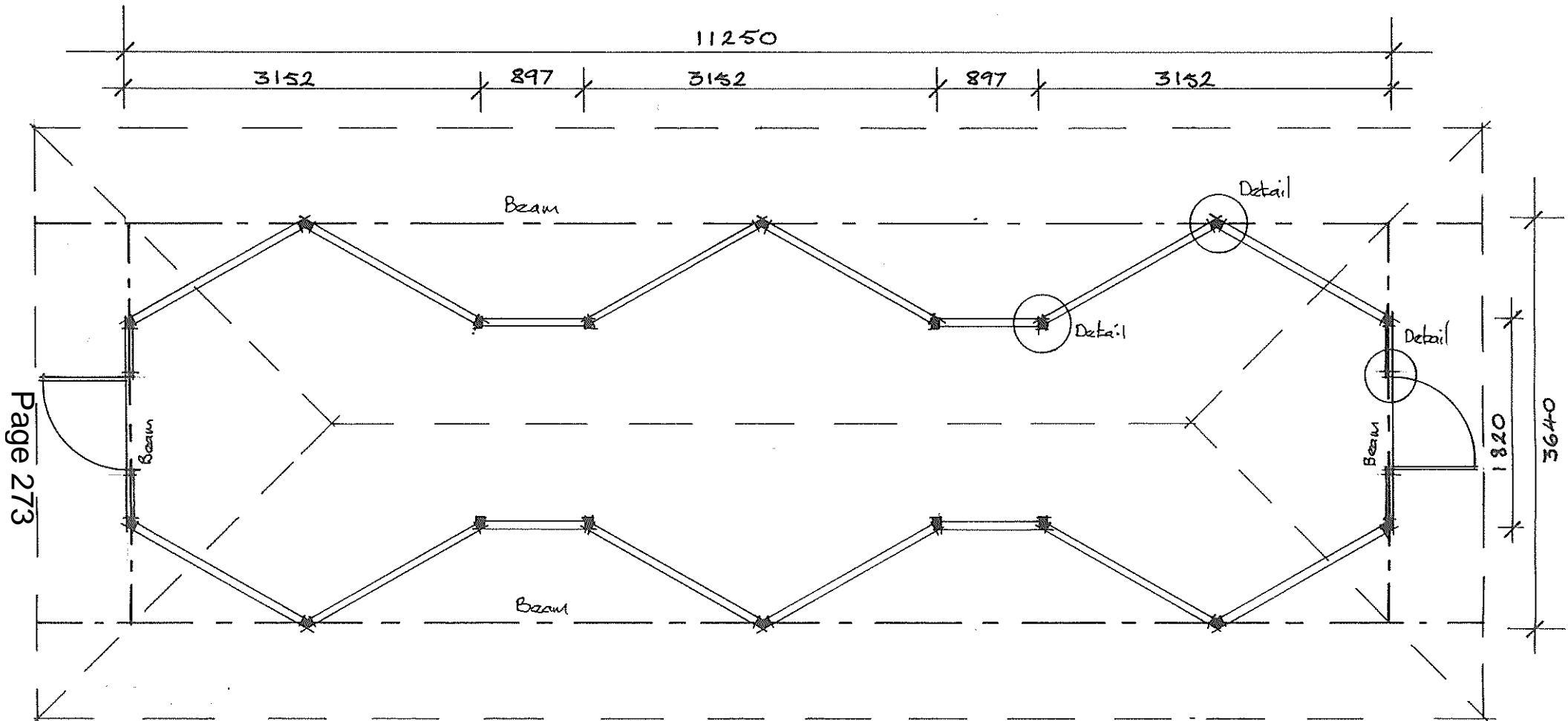
Over the last 5 years, the teams who play on the field and the groundstaff have seen a marked improvement in the playing surface, which helps with the playing quality. (See survey results).

Calcified seaweed has been distributed over the football pitch running from North to South to rectify the pH levels.

h:\hwood\mangpla2.doc

Appendix 6

Original drawings and specification for the Education Centre



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FLOOR PLAN Scale 1:50

Dimensions to outer corners of main posts.

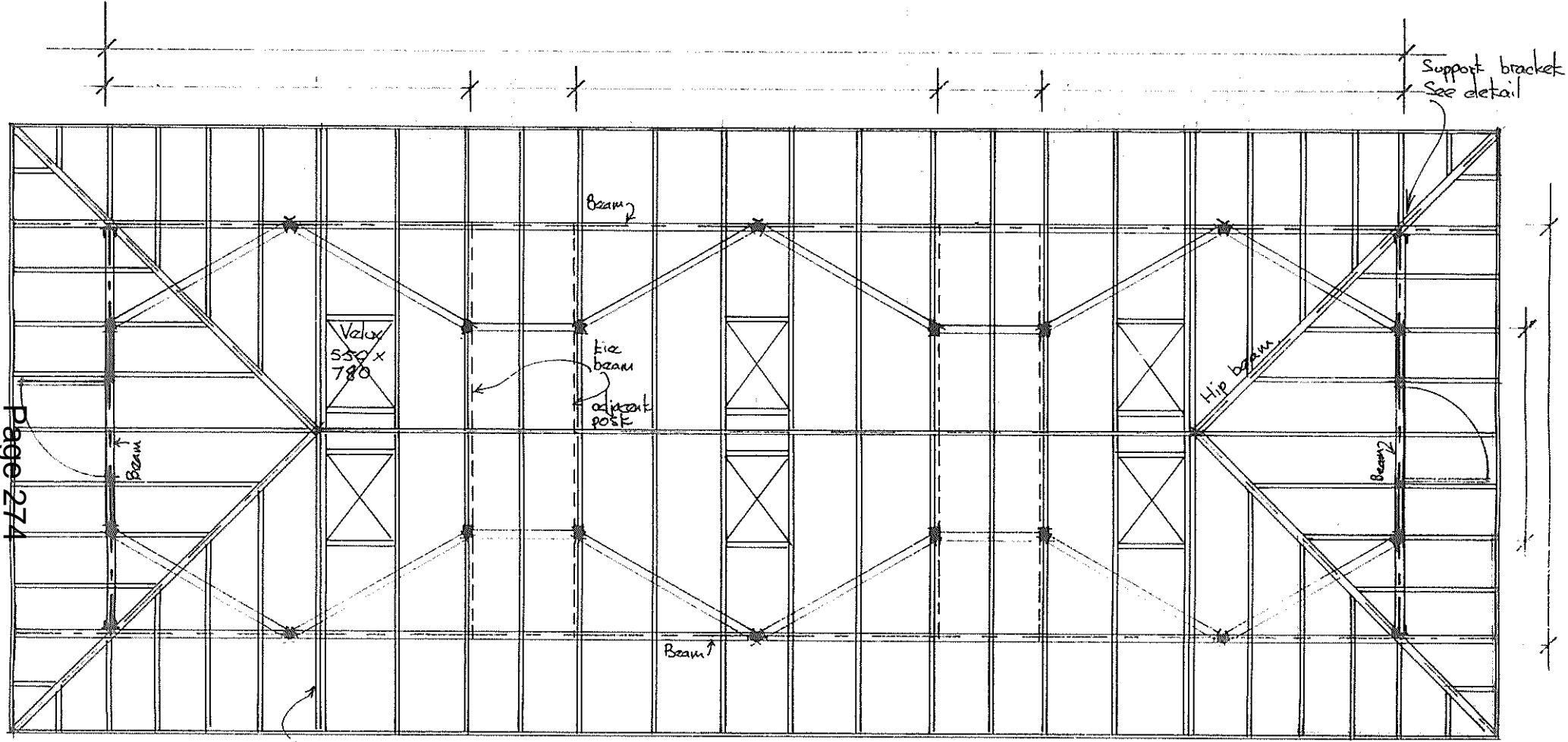
READ IN CONJUNCTION WITH
CORPORATION OF LONDON
DKG HWIC/95/3 REV C

HIGHGATE WOOD

Dwg HWIC/NLC/01

Continuous fascia at corners.

Page 274



Support bracket
See detail

Beam

Valley
550 x
780

Ridge beam
adjacent
post

Hip beam

Beam

Beam

Beam

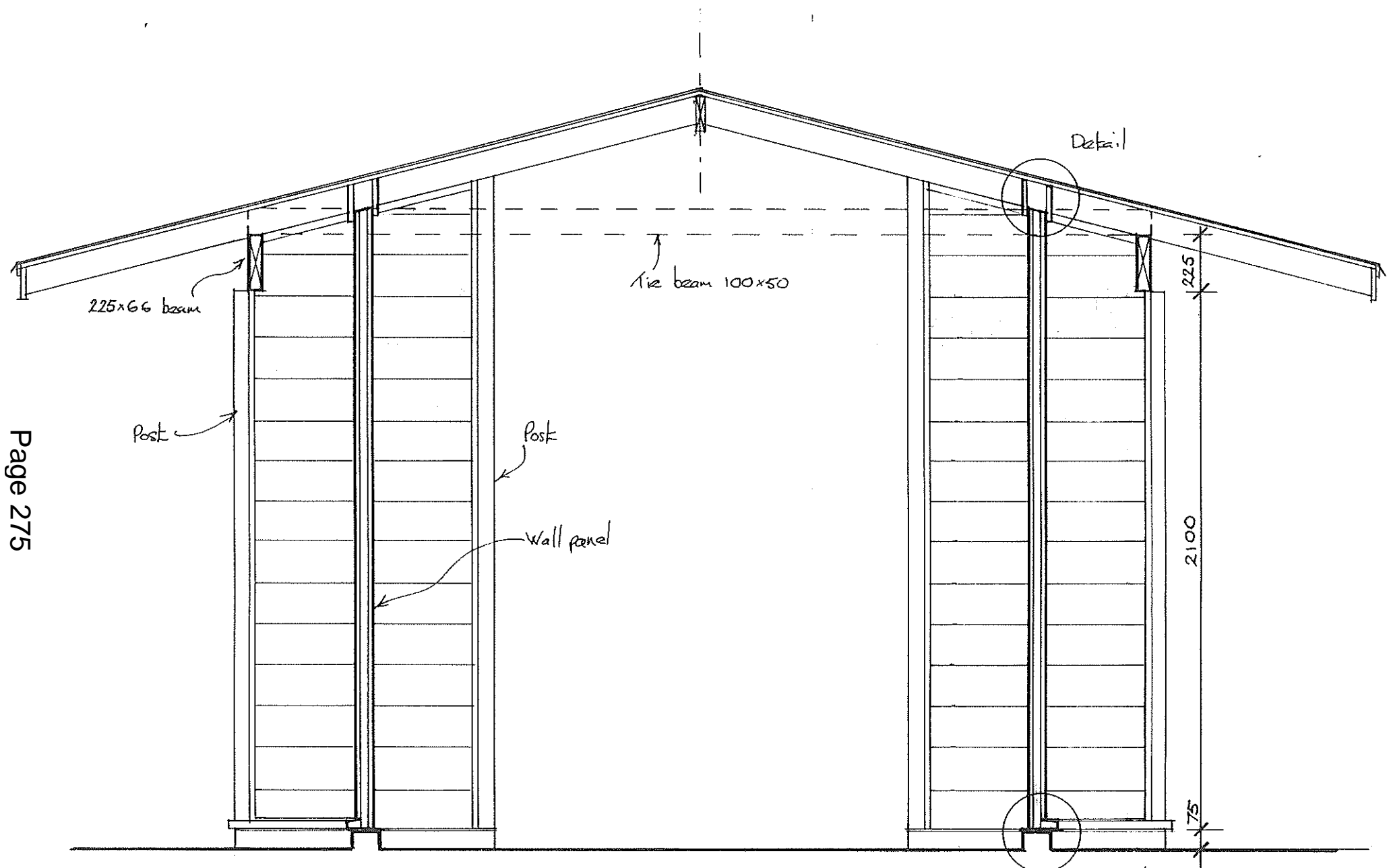
Double rafter at
hip end

Rafters at 600 ctrs and
to suit post positions.

Continuous fascia at corners

ROOF PLAN Scale 1:50

HIGHGATE WOOD
Dwg HWIC/NLC /02

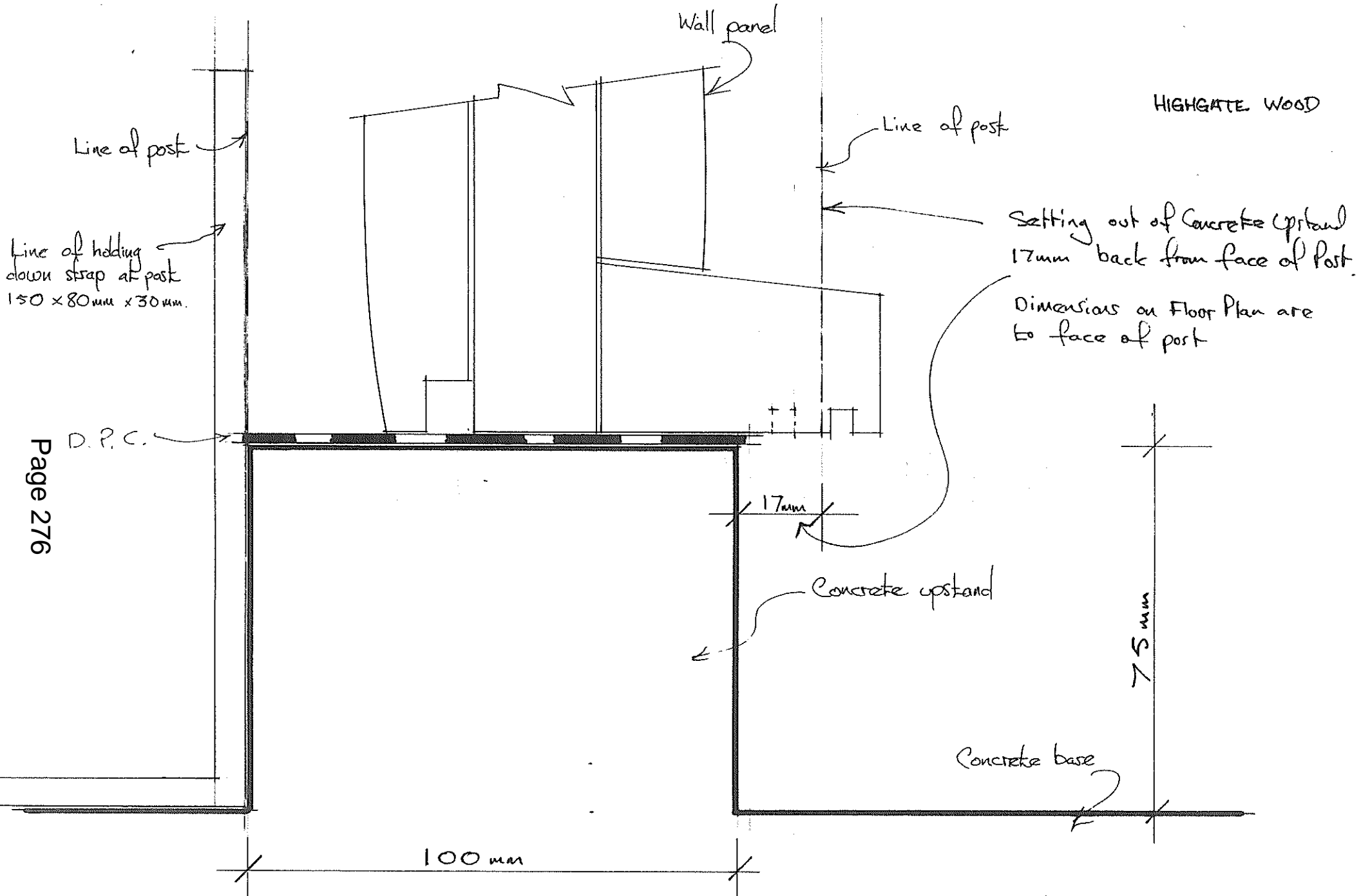


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SECTION A-A Scale 1:20

HIGHGATE WOOD
Dwg HWIC/NLC/03

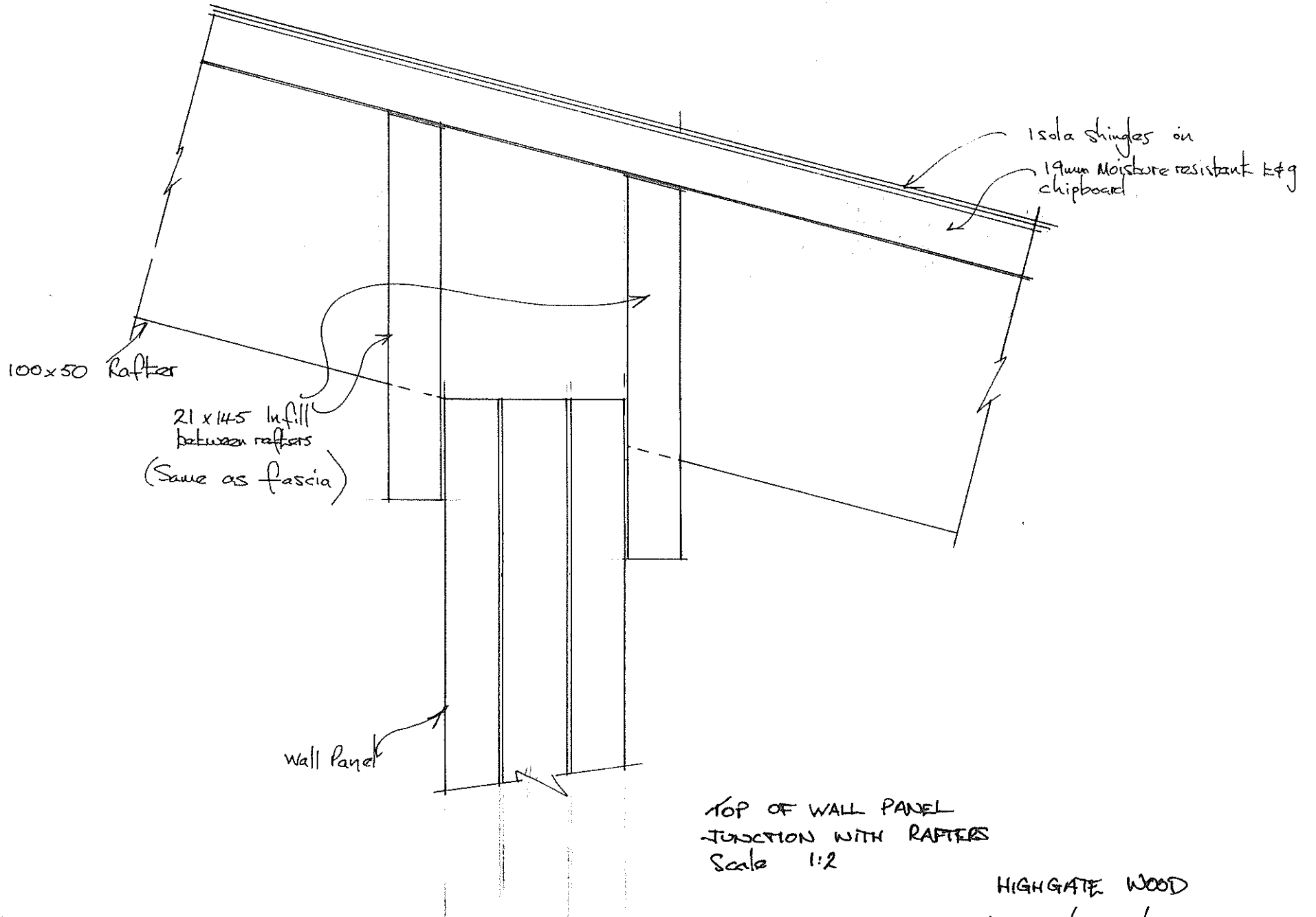
HIGHGATE WOOD



SECTION THROUGH PANEL JUNCTION WITH BASE UPSTAND -

Full size.

Dwg HWIC/NLC/04



HIGHGATE WOOD
Dwg HWIC/NLC/05

Floor Plan dimensions to outer face of post
Reduce by 17mm for outer face of
concrete upstand

Line of cill

Line of Concrete upstand
10x15 Cover piece

10x15 Cover piece

Line of Concrete upstand.

All fixing holes plugged

Holding down straps to inside face of post.

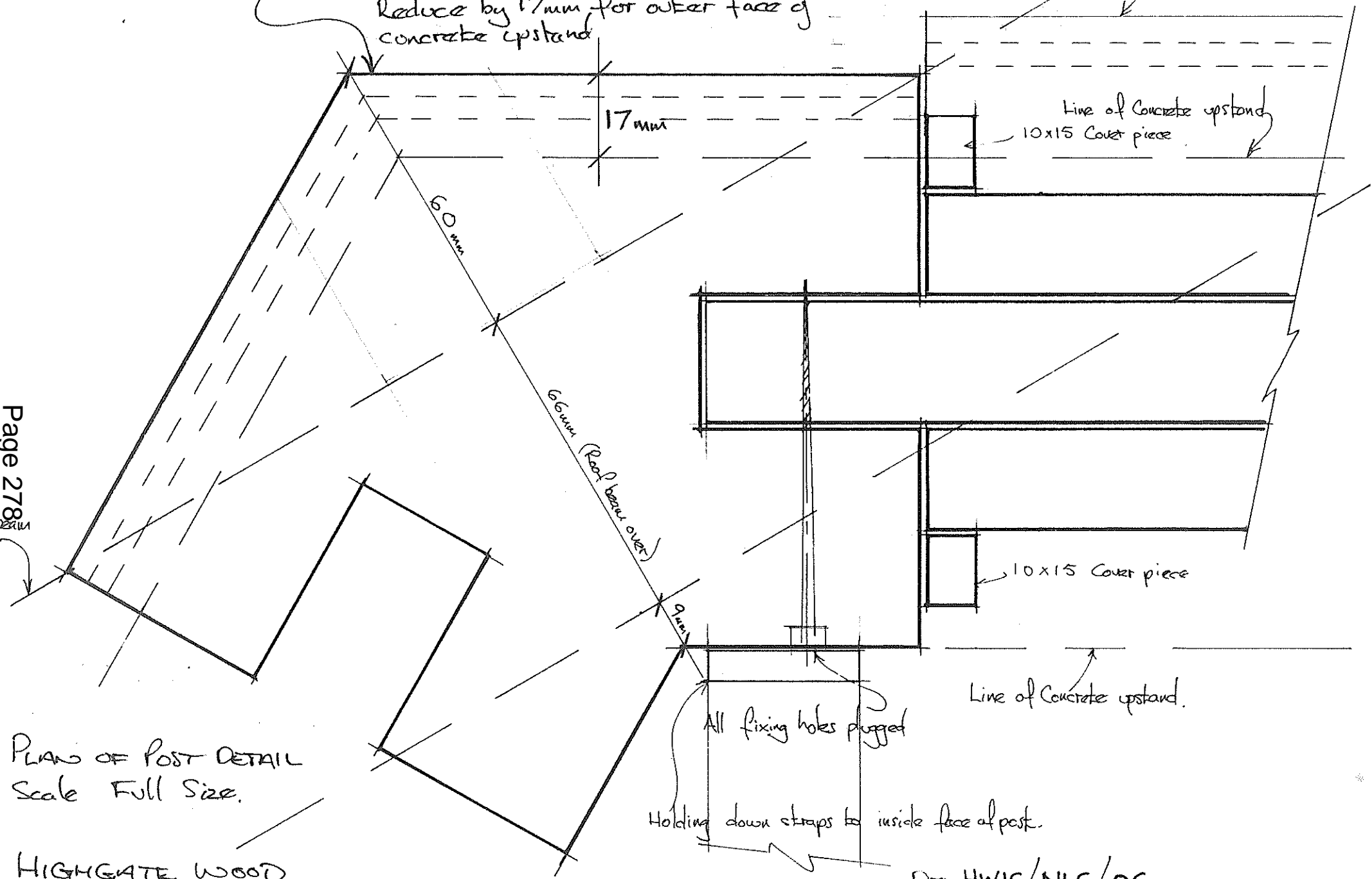
Dry HWIC/NLC/OG

Page 278

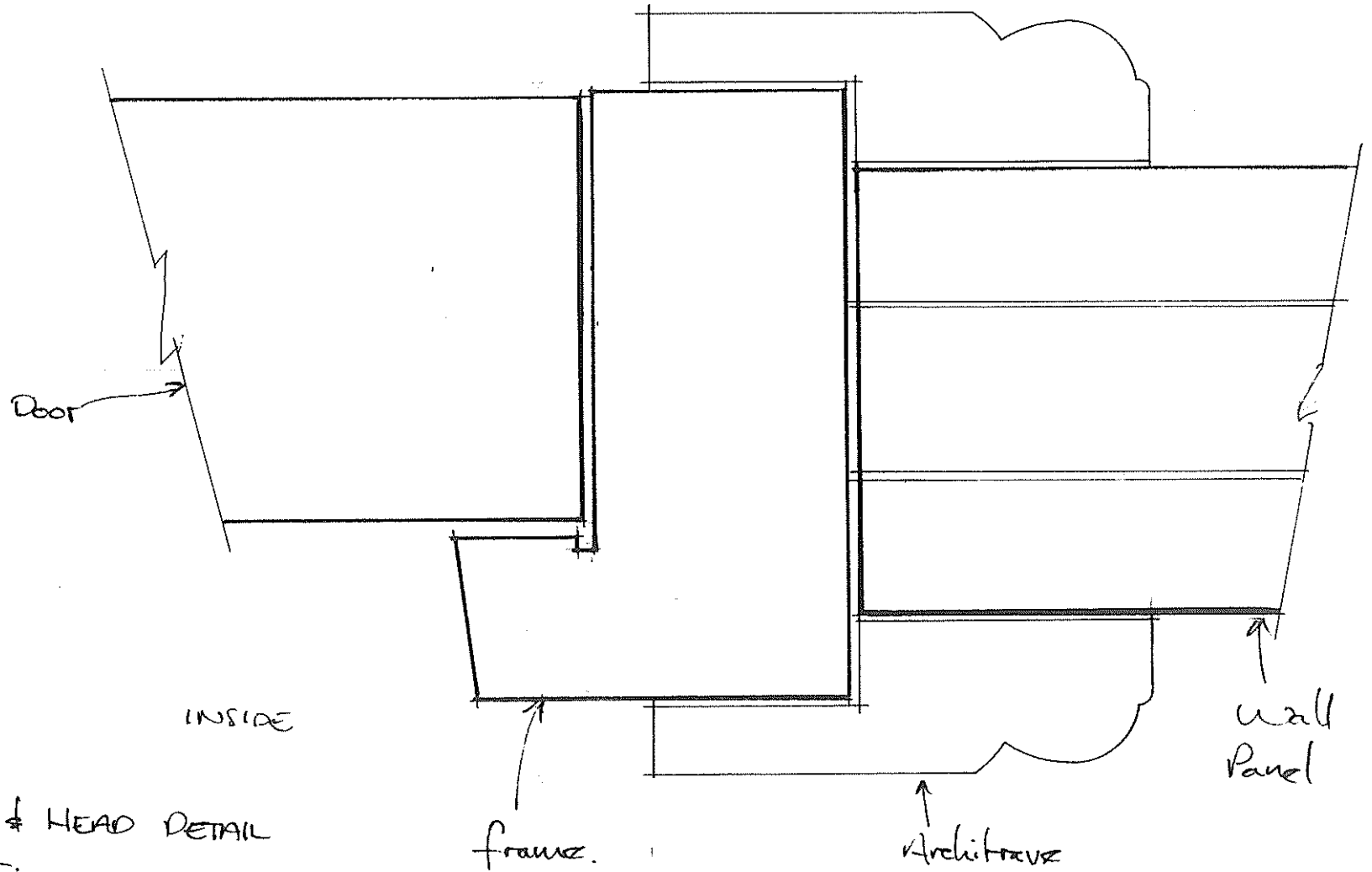
Roof beam
over

PLAN OF POST DETAIL
Scale Full Size.

HIGHGATE WOOD



OUTSIDE

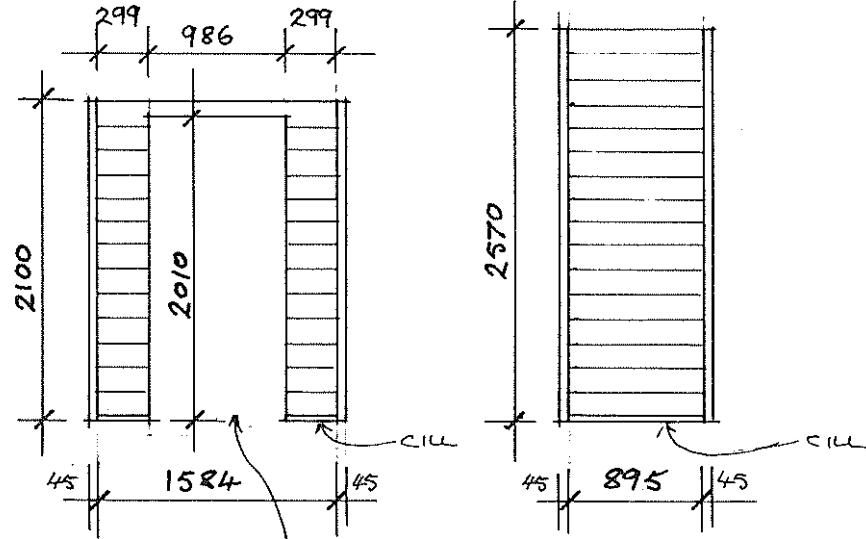
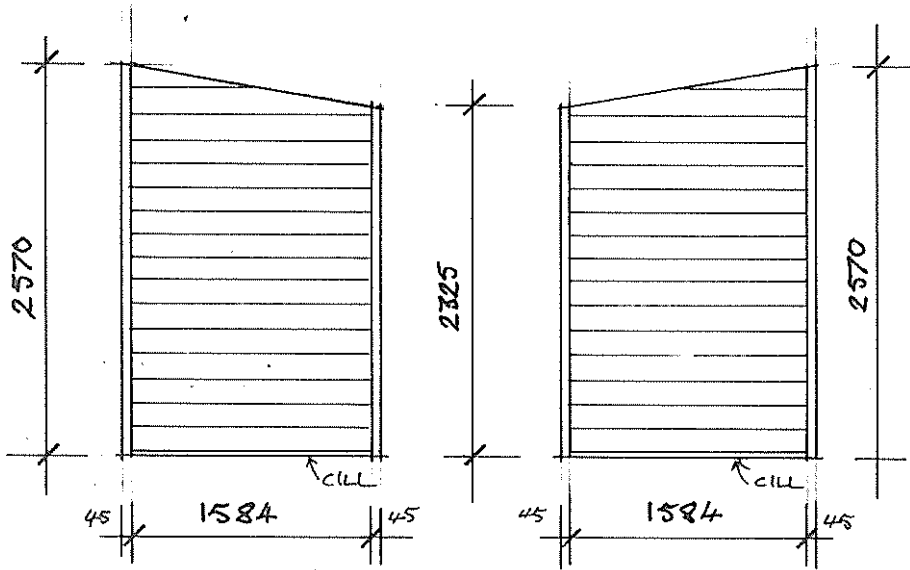


Door JAMB & HEAD DETAIL

Scale Full Size

HIGHGATE WOOD

Eng HWIC/NLC/07



6 No.

6 No.

2 No.

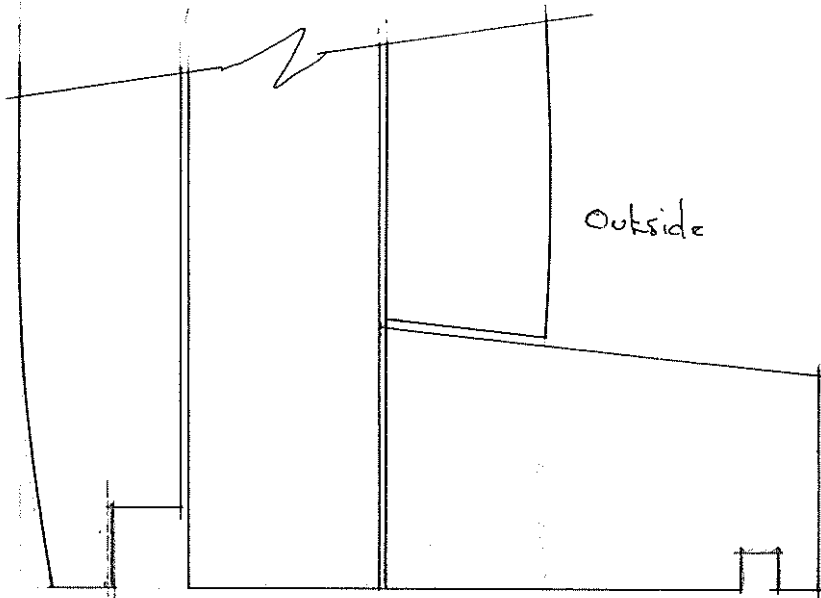
Temporary braces at bottom for transport.

4 No.

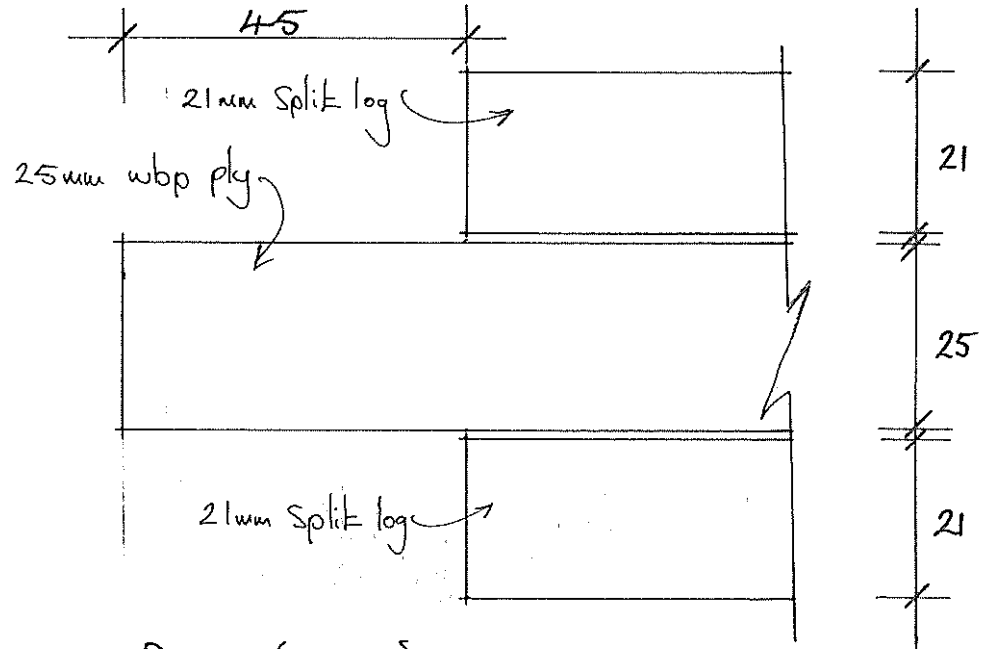
EXTERNAL VIEW Scale 1:50

Page 280

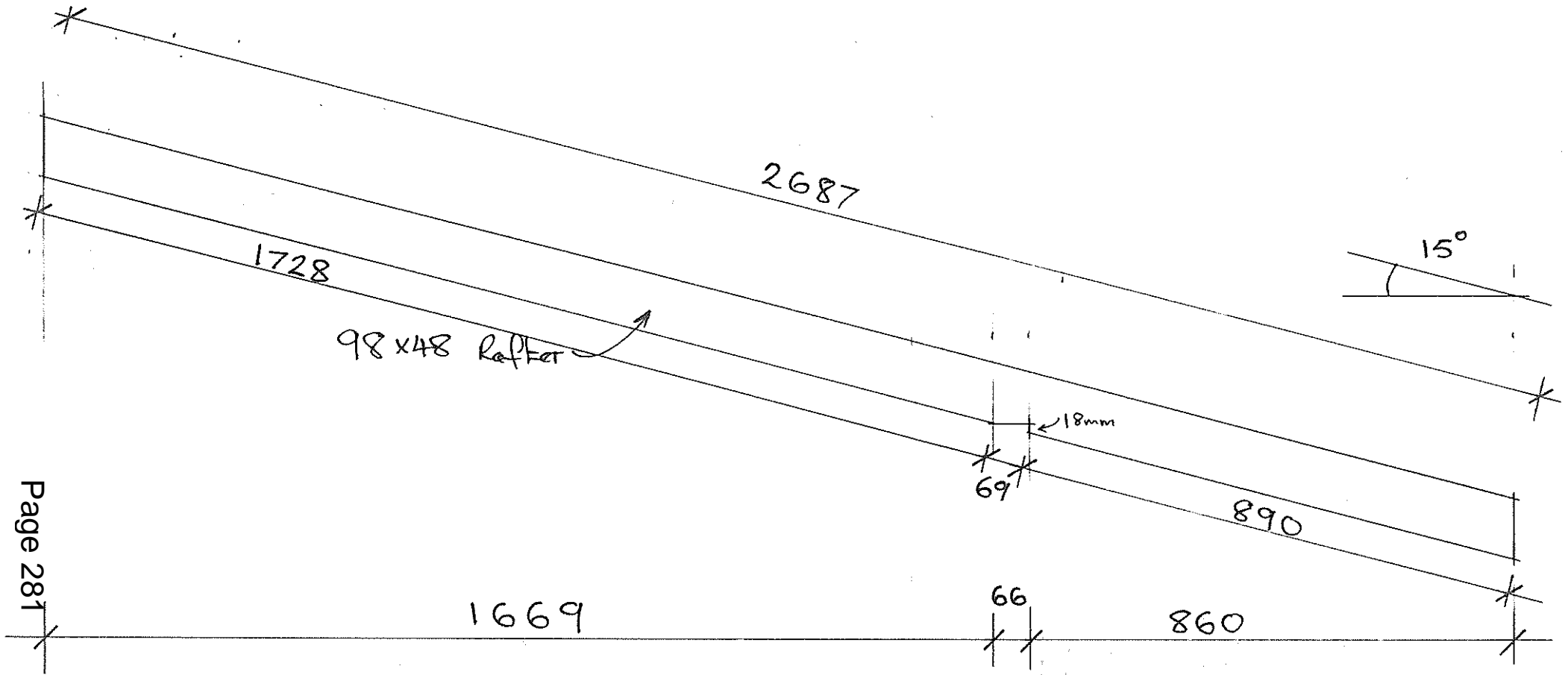
Inside.



SECTION OF CILL (Full Size)



PLAN (Full Size) OF EDGE OF PANEL.
Dwg HWIC/NLC/08



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Scale 1:10
 Highgate Wood
 Information Centre

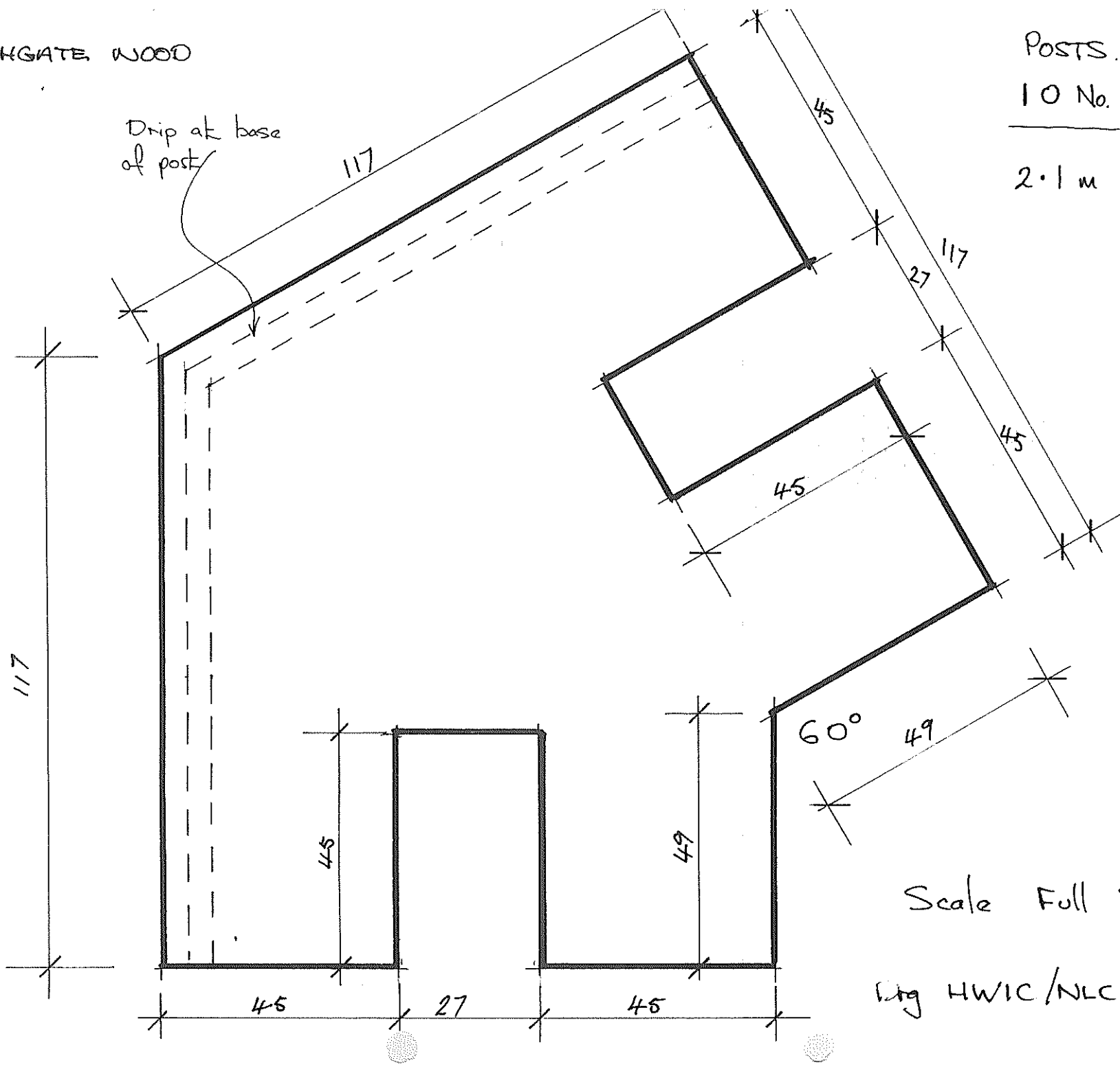
58 N° required

Dwg HWIC/NLC/09

HIGHGATE WOOD

POSTS.
10 No. Required.

2.1 m Long



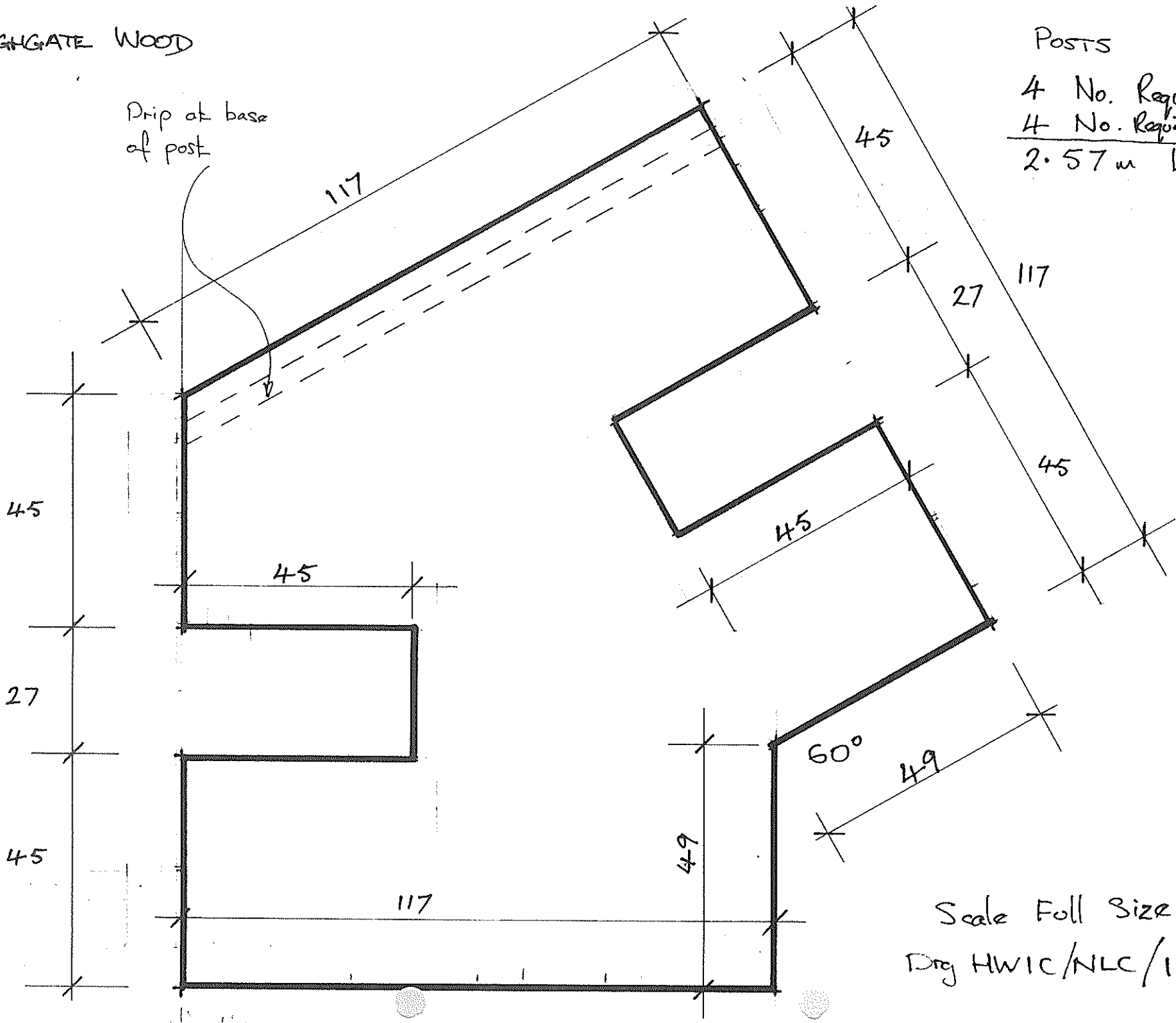
Scale Full Size

By HWIC/NLC/10

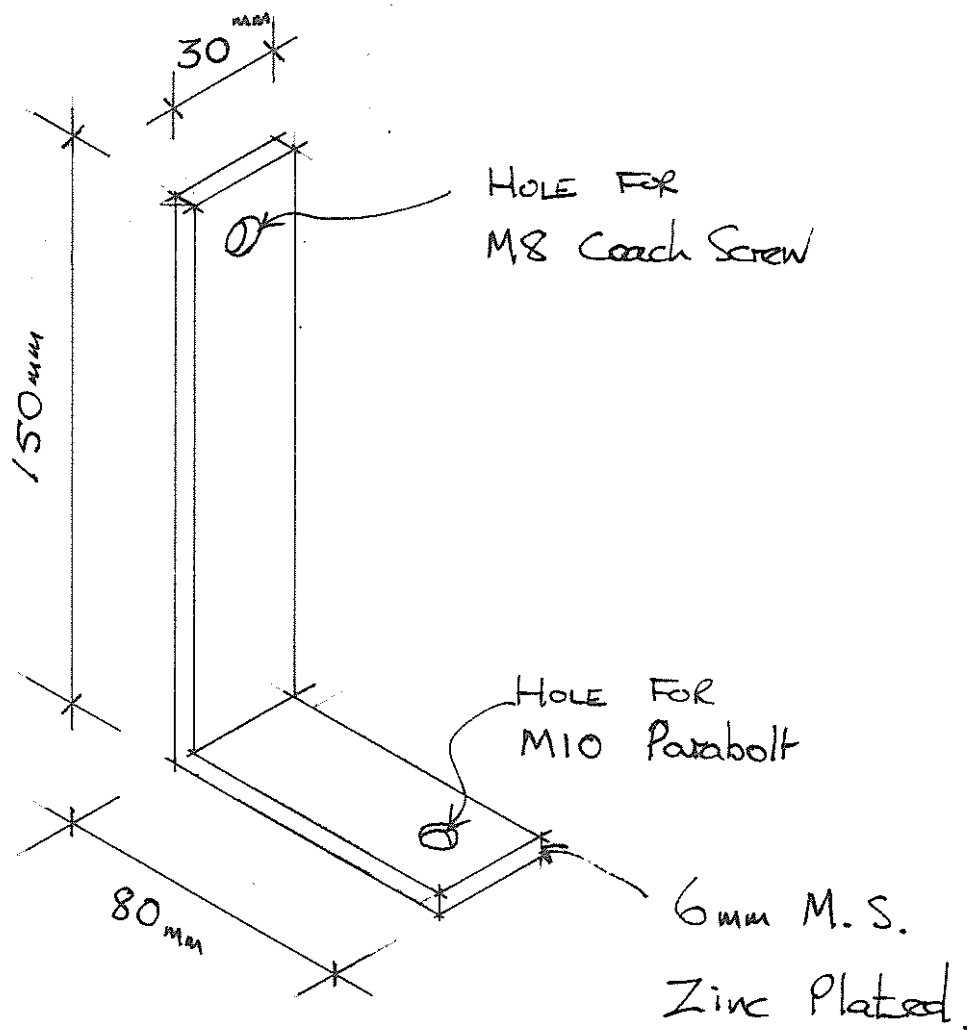
HIGHGATE WOOD

POSTS
4 No. Required, As drawn
4 No. Required Handed.
2.57m LONG

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Scale Full Size
Dwg HWIC/NLC/11



Scale 1:2

Highgate Wood
Information Centre

18 No required.

Dwg HWIC/NLC/12

Cabins to Architects details.

150thk concrete slab
with A252 mesh top
35mm cover
Finish to Architects detail/spec.

150 Well compacted selected
granular fill with a sand
binding.

1200 gauge polythene
Sheeting.
Refer to Architects drgs for
full details of DPM arrangements.

See Note 4.

Existing G.L.

600
200 MIN

100

NOTES:

- 1 All work shall be carried out to the satisfaction of the Local Authority
- 2 Concrete to be a Designated mix ref FND4 in accordance with BS5328.
- 3 All top soil & deleterious/organic material shall be removed beneath the slab area & the surface compacted prior to laying the granular material.
- 4 Refer to Architects drgs for details of U.P. drainage & Flexible connections shall be provided where the drain runs/services pass through the foundations

DUE TO THE CLOSE PROXIMITY OF MATURE TREES AND A NUMBER OF EXISTING ROOTS AT FORMATION LEVEL OF THE STRIP FOOTINGS IT IS POSSIBLE THAT SOME MOVEMENT OF THE FOUNDATIONS COULD OCCUR IN THE FUTURE.

THIS DETAIL FOR THE FOUNDATIONS REPRESENTS A COMPROMISE IN RESPECT OF THE SIZE OF THE FOUNDATIONS AND THE TYPE AND SIZE OF THE PROPOSED BUILDINGS.

TO REDUCE THE RISK OF MOVEMENT OF THE FOUNDATIONS THE DEPTH OF THE FOUNDATIONS SHOULD BE INCREASED TO BELOW THE LEVEL OF THE TREE ROOTS IN ACCORDANCE WITH THE RECOMMENDATIONS OF THE N.H.B.C.

PRELIMINARY

Page 285

JOB TITLE
HIGHGATE WOOD

DRAWING TITLE
PROPOSED FOUNDATIONS
FOR NEW TOILET BLOCK &
INFORMATION CENTRE.

MAURICE BAGULEY & PARTNERS
CONSULTING ENGINEERS AND BUILDING SURVEYORS

45 Gatwick Road Crawley West Sussex RH10 2RD. Tel:0293 565144 Fax:0293 565134
22 Market Place Wokingham Berkshire RG11 1AP. Tel:0734 796060 Fax:0734 770545
24 Coleherne Mews London SW10 9EA. Tel:071 370 4486 Fax:071 370 4491

SCALE
1:20

DATE
15.7.06

DRAWN

JOB NO. 8939

DRAWING NO. 8939/S1/01

REV.

Appendix 7

Prioritised objectives as developed by the Highgate Wood Advisory Group

Prioritised objectives as developed by the Highgate Wood Advisory Group

Objectives for Highgate Wood	Number of Responses (most responses = greatest priority)
Heritage	
1. Conserve and enhance ancient coppice with standard woodland	11
2. Gain a more thorough understanding of Highgate Wood through a programme of survey and research	2
3. Explore all opportunities for interpretation and education	4
4. Protect earthworks throughout Highgate Wood	
Community and recreation	
1. Establish communication links with teenagers and secondary schools (Duke of Edinburgh) with a view to increase opportunities for activities and involvement of management of Highgate Wood.	4
2. Establish demand for and establish if require a Friends of Group.	1
3. Develop partnerships with health authorities, hospitals, surgeries to increase opportunities for activities to enhance physical and mental health, and wellbeing.	
4. Increase knowledge of and links to Park land walk and Queen's Wood etc. through use of signage, websites, leaflets, maps, electronic information.	1
5. Review sports charges and explore all avenues for marketing & income generation, including possibly schools & promote our charity status.	
Biodiversity	
1. To develop a prescriptive management approach to guide the appropriate conservation of HW and to maintain the oak population.	7
2. Promote public access but to balance use with nature conservation management operations through controlled movement around sensitive areas.	2
3. To promote and to protect the historical interest of HW providing interpretation and education of historic management operations.	
4. Improve the soil conditions throughout the site to encourage greater ground flora to encourage species resilient to a changing climate.	1
5. To establish partnership with local community groups and specialist organisations to identify potential funding streams and to promote education and to support future management.	1
6. Liaise with LB Haringey and neighbouring land managers to protect and promote the importance of HW within the local green infrastructure network.	

Appendix 8

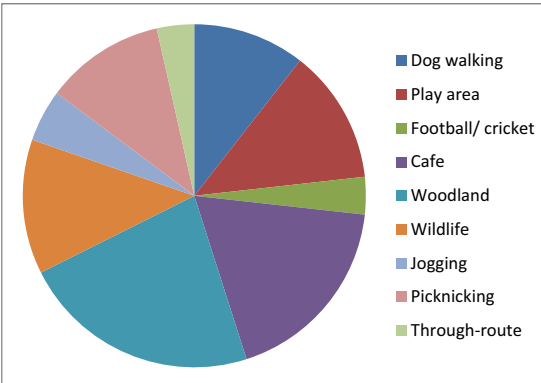
Results of the community consultation events held at Highgate Wood

Feedback from Heritage Day Consultation Event

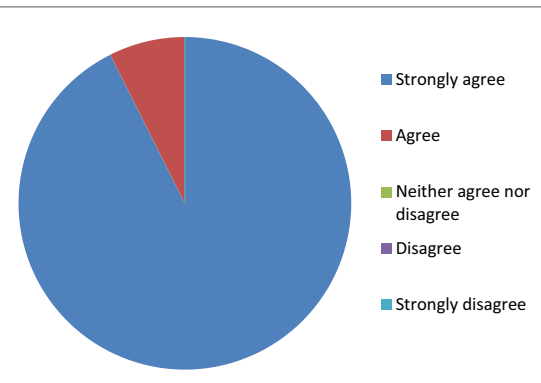
Date of consultation: 2nd September 2012

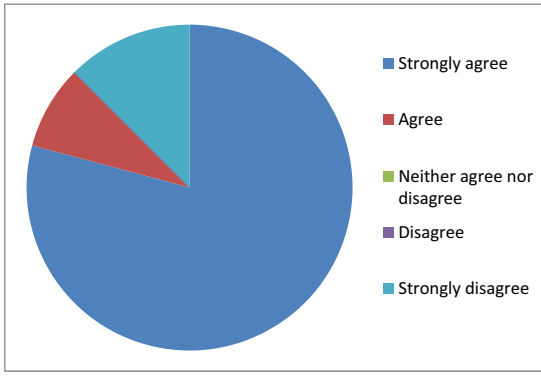
Location: Highgate Wood

1. Why do you visit Highgate Wood?

Item	Responses	
Dog walking	15	 <ul style="list-style-type: none"> ■ Dog walking ■ Play area ■ Football/ cricket ■ Cafe ■ Woodland ■ Wildlife ■ Jogging ■ Picknicking ■ Through-route
Play area	18	
Football/ cricket	5	
Cafe	26	
Woodland	32	
Wildlife	18	
Jogging	7	
Picknicking	16	
Through-route	5	

2. Comments on the draft vision for Highgate Wood and the policies for Theme 1: Heritage

Item	Responses	
Vision		
To ensure the continuity of Highgate Wood as a managed Ancient Woodland site, whilst maintaining its reputation as a safe environment for relaxation, recreation and education. This special character, combining with heritage features, and conservation value will be conserved and enhanced for the benefit of current and future generations.	25 respondents (93%) strongly agreed with the management vision. The remaining 7% agreed.	 <ul style="list-style-type: none"> ■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree
Strongly agree	25	
Agree	2	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	

Topic 1: Heritage		
The valuable heritage resource including the earthworks and ancient woodland fabric, the Roman Kiln site, selected developments during the Victorian period and evidence of the use of the Wood during wartime will be conserved, managed and interpreted.	19 respondents (79%) strongly agreed with the overarching policy for the management of heritage	 <ul style="list-style-type: none"> ■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree
Strongly agree	19	
Agree	2	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	3	
Policies		
Conserve all earthworks through gradual vegetation removal, fencing and interpretation. On-going maintenance of the earthworks will be required.	11 respondents (44%) strongly agreed and 9 respondents (36%) agreed with this policy. 1 respondent (4%) neither agreed or disagreed with the policy, 2 respondents (8%) disagreed and a further 2 respondents (8%) strongly disagreed.	
Mark out all archaeological features and provide relevant education and training to management staff.	16 respondents (70%) strongly agreed and 3 respondents (13%) agreed with this policy. 1 respondent (4%) neither agreed nor disagreed with the policy, 2 respondents (9%) disagreed and 1 respondent (4%) strongly disagreed.	

Seek to extend the education centre to allow for the return of the Roman Kiln structures and display new information about the origin of the earthworks.	14 respondents (64%) strongly agreed and 5 respondents (23%) agreed with this policy. 2 respondents (9%) and 1 respondent (4%) disagreed or strongly disagreed respectively.
Explore further opportunities for interpretation and education and develop a heritage themed programme of events throughout the year.	13 respondents (57%) strongly agreed with this policy and 4 respondents (17%) agreed. 6 respondents (26%) neither agreed nor disagreed.
Strengthen links with English Heritage and the Museum of London to explore avenues for future projects e.g. selective excavation and dating of earthworks.	13 respondents (57%) strongly agreed and 6 respondents (26%) agreed with this policy. 1 respondent (4%) neither agreed nor disagreed and 3 respondents (13%) disagreed.

3. Comments on the policies for Theme Two: Natural Environment

Item	Responses	
Policy 2: Natural Environment		
The coppice with standards structure will be conserved with new conservation areas created and managed. The oak population will be conserved and its age class extended; species diversity will be maintained and enhanced. A programme of survey and monitoring will be implemented to inform future review of the CMP.	26 respondents (96%) strongly agreed with the overarching policy. 1 respondent (4%) agreed with the policy.	
Strongly agree	26	
Agree	1	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	
Policies		
Develop a prescriptive management strategy to guide woodland management operations and the conservation of the oak and hornbeam population over the next 10 years.	25 respondents (100%) strongly agreed with this policy.	
Encourage the Conservation and Arboricultural Staff on Hampstead Heath to become involved in the management of the Wood and explore the possibilities of learning from other CoL sites.	14 respondents (70%) strongly agreed and 5 respondents (25%) agreed with this policy. 1 respondent (5%) strongly disagreed.	
Promote research opportunities with students or post graduates with a focus on vulnerabilities of woodland species, in particular the decline of the oak standards.	15 respondents (71%) strongly agreed and 4 respondents (19%) agreed with this policy. 1 respondent (5%) neither agreed or disagreed and 1 respondent (5%) strongly disagreed.	
Strengthen links with London Borough of Haringey and consider opportunities to coordinate habitat management across local Ancient Woodland sites and raise awareness of this important habitat.	18 respondents (72%) strongly agreed and 1 respondent (4%) agreed with this policy. 1 respondent (4%) neither agreed or disagreed. 3 respondents (12%) disagreed and 2 respondents (8%) strongly disagreed.	
Manage and expand the existing coppice areas and seek opportunities to create new areas.	16 respondents (64%) strongly agreed and 4 respondents (16%) agreed with this policy. 4 respondents (16%) neither agreed nor disagreed and 1 respondent (4%) strongly disagreed.	
Monitor the oak standard population as a keystone species, prolong its longevity and continue restocking operations.	23 respondents (85%) strongly agreed with the policy. 3 respondents (11%) agreed and 1 respondent (4%) disagreed.	
Comments		
<ul style="list-style-type: none"> • Reduction of Beech trees • Control of parakeet population should be a priority • I like parakeets and they don't seem to be displacing any other species – leave them alone! 		

4. Comments on the policies for Theme Three: Community and Recreation

Item	Responses	
Policy 3: Community and recreation		
The wide range of recreational facilities and uses of Highgate Wood will continue to be provided, actively promoted and enhanced. The City of London will continue to engage with schools, interest groups (e.g. London Wildlife Trust) and the general public to ensure that the Wood's importance and range of facilities is fully understood and used.	25 respondents (86%) strongly agreed with the overarching policy for	
Strongly agree	25	
Agree	4	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	

Policies	
Build on existing relationships with the local community and stakeholders to form a dedicated Friends of Highgate Wood group formed around a core group of volunteers.	24 respondents (75%) strongly agreed with this policy. 6 respondents (19%) agreed, 1 respondent (3%) neither agreed nor disagreed and 1 respondent disagreed.
Improve links with young people and youth community groups.	21 respondents (78%) strongly agreed and 6 respondents (22%) agreed with this policy.
Explore opportunities to host events that raise the awareness of the UK's woodland heritage and its vulnerability.	20 respondents (71%) strongly agreed and 7 respondents (25%) agreed with this policy. 1 respondent (4%) neither agreed nor disagreed.
Develop a health and well-being programme and investigate Natural England's Greenspace Walking Scheme.	16 respondents (62%) strongly agreed and 5 respondents (19%) agreed with this policy. 5 respondents (19%) neither agreed nor disagreed.
Explore options to resolve conflicts between sports people and those enjoying the field area on weekends.	17 respondents (77%) strongly agreed and 3 respondents (14%) agreed with this policy. 2 respondents (9%) neither agreed nor disagreed.
Explore feasibility of increasing charges for hiring out the facilities and explore all avenues for marketing and income generation. The charitable status of the organisation should be highlighted.	7 respondents (28%) strongly agreed and 4 respondents (16%) agreed with this policy. 5 respondents (20%) neither agreed nor disagreed, a further 5 respondents (20%) disagreed and 4 respondents (16%) strongly disagreed.
Promote public access but ensure careful monitoring of visitor numbers and restrict access to sensitive ecologically and archaeologically sensitive areas.	18 respondents (62%) strongly agreed with the policy and a further 6 respondents (21%) agreed. 3 respondents (10%) neither agreed nor disagreed and 2 respondents (7%) strongly disagreed.
Increase knowledge of and links to Queen's Wood through use of signage, websites, leaflets, maps and electronic information.	20 respondents (59%) of respondents strongly agreed with this policy. 6 respondents (17.5%) agreed with the policy. 6 respondents (17.5%) neither agreed nor disagreed with the policy. 2 respondents (6%) disagreed.
Comments	
	· Establish links with Parkland Walk (info@parklandwalk.org.uk)

5. Comments on the policies for Theme Four: Built Environment

Item	Responses	
Policy 4: Built environment		
The condition and appearance of existing buildings will be maintained and the setting of key heritage features such as the Fountain and the Lodge will be enhanced. Infrastructure and site furniture will be maintained and rationalised where possible and high quality design and materials appropriate to the woodland setting will be used throughout. There will be a general assumption against further built development unless it is deemed to have no negative impact upon the heritage, ecology or enjoyment of the site and it is of outstanding architectural design or the benefits it delivers are of sufficient merit.	23 respondents (85%) strongly agreed with the overarching policy for the built environment at Highgate Wood. 4	
Strongly agree	23	
Agree	4	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	
Policies		
Investigate options to create a small car park for visitors with mobility difficulties close to Onslow Gate.	7 respondents (28%) strongly agreed with this policy. 6 respondents (24%) agreed, 4 respondents (16%) neither agreed nor disagreed and 6 respondents (24%) disagreed and 2 respondents (8%) strongly disagreed.	
Rationalise vehicle deliveries and restrict vehicle movements throughout the site.	15 respondents (60%) strongly agreed and 3 respondents (12%) agreed with this policy. 1 respondent (4%) neither agreed nor disagreed with the policy, 4 respondents (16%) disagreed and 2 respondents (8%) strongly disagreed.	
Re-configure the layout of the existing café building to improve kitchen facilities and to increase the capacity for indoor dining.	13 respondents (48%) strongly agreed and 5 respondents (18.5%) agreed with this policy. 5 respondents (18.5%) neither agreed nor disagreed and the remaining 4 respondents (15%) disagreed.	
Promote access for all and ensure existing provision is DDA compliant.	14 respondents (61%) strongly agreed and 5 respondents (22%) agreed with this policy. 3 respondents (13%) neither agreed nor disagreed and 1 respondent (4%) disagreed.	
Improve environmental performance of buildings throughout the wood e.g. insulation of lodges, updating heating systems and photovoltaic installation.	20 respondents (17%) strongly agreed and 3 respondents (11%) agreed with this policy. 4 respondents (16%) neither agreed nor disagreed. 1 respondent (4%) disagreed with this policy.	
Increase the range of play equipment to cater for children in the 7 – 10 age group.	6 respondents (26%) strongly agreed and 8 respondents (35%) agreed with this policy. 7 respondents (30%) neither agreed nor disagreed, a further 2 respondents (9%) disagreed with the policy.	
Comments		
	<ul style="list-style-type: none"> Recreational activities for teenagers urgent e.g. skateboard and more challenging zipwire. Disagrees with the need for recreational activities for teenagers. 	

- Why stop at 10 years?

Comments on masterplan proposals

Please don't create glades - trees close to pathway, create a lovely atmosphere

Establish a drop off area at Onslow Gate to goods etc. for café

The free adverts stack up on the frame next to the bus stop and are a blot on the landscape - can they be removed more regularly.

Please please do not abolish the small area of disabled DDA parking spaces by the café and house. Disabled people need to be near shelter from rain and seating. This facility can be life changing. Do not consider replacing it - no substitute

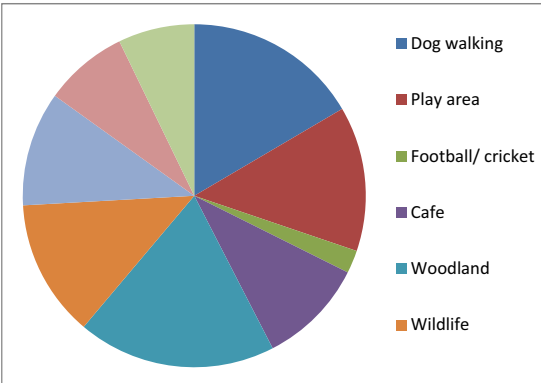
The top of the hill next to the bluebell area should never be turned into a conservation area, you do not need blackberries growing everywhere. All the visitors love that area as fo all the people that I meet there. It is unique in the wood. An area where the ground is parcially bare among huge trees is like a cathedral. It is special place- do not destroy it.

Feedback from Public Consultation Event

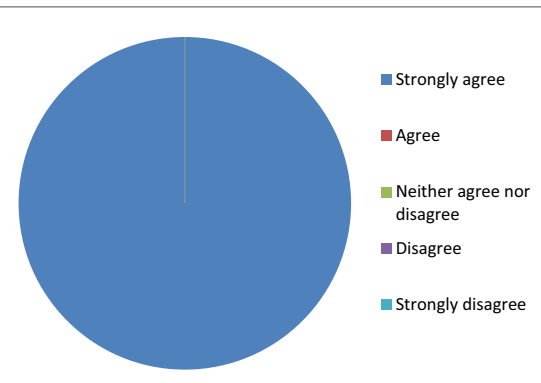
Date of consultation: 20th September 2012

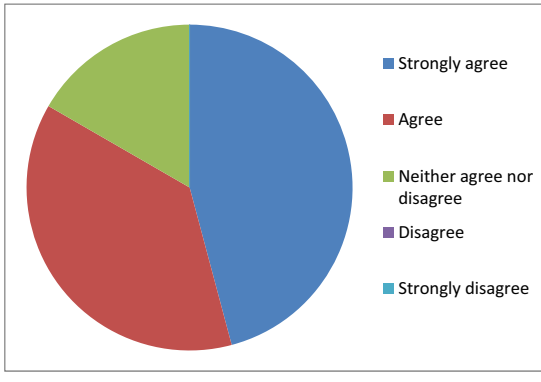
Location: Highgate Wood

1. Why do you visit Highgate Wood?

Item	Responses	
Dog walking	23	
Play area	19	
Football/ cricket	3	
Cafe	14	
Woodland	26	
Wildlife	18	
Jogging	15	
Picknicking	11	
Commuting/ through-route	10	

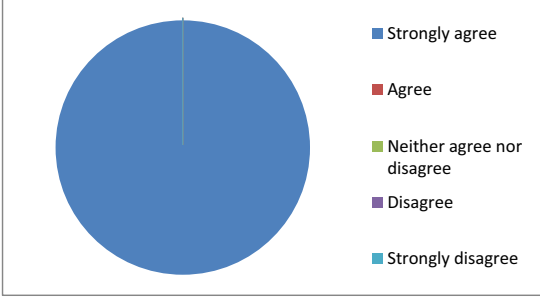
2. Comments on the draft vision for Highgate Wood and the policies for Theme 1: Heritage

Item	Responses	
Vision		
To ensure the continuity of Highgate Wood as a managed Ancient Woodland site, whilst maintaining its reputation as a safe environment for relaxation, recreation and education. This special character, combining with heritage features, and conservation value will be conserved and enhanced for the benefit of current and future generations.		
Strongly agree	23	
Agree	0	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	

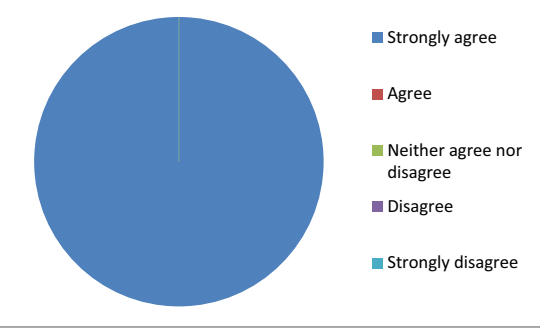
Topic 1: Heritage		
The valuable heritage resource including the earthworks and ancient woodland fabric, the Roman Kiln site, selected developments during the Victorian period and evidence of the use of the Wood during wartime will be conserved, managed and interpreted.		
Strongly agree	11	
Agree	9	
Neither agree nor disagree	4	
Disagree	0	
Strongly disagree	0	
Policies		
Conserve all earthworks through gradual vegetation removal, fencing and interpretation. On-going maintenance of the earthworks will be required.	7 respondents (33%) strongly agreed and 11 respondents (52%) agreed with this policy. 2 respondents (10%) neither agreed or disagreed with the policy, 1 respondent (5%) disagreed.	
Mark out all archaeological features and provide relevant education and training to management staff.	11 respondents (50%) strongly agreed and 7 respondents (32%) agreed with this policy. 3 respondents (14%) neither agreed nor disagreed with the policy, 1 respondent (4%) disagreed.	

Seek to extend the education centre to allow for the return of the Roman Kiln structures and display new information about the origin of the earthworks.	12 respondents (57%) strongly agreed and 4 respondents (19%) agreed with this policy. 3 respondents (14%) neither agreed nor disagreed, 1 respondent (5%) disagreed and 1 respondent (5%) strongly disagreed.
Explore further opportunities for interpretation and education and develop a heritage themed programme of events throughout the year.	13 respondents (65%) strongly agreed with this policy and 6 respondents (30%) agreed. 1 respondent (5%) neither agreed nor disagreed.
Strengthen links with English Heritage and the Museum of London to explore avenues for future projects e.g. selective excavation and dating of earthworks.	15 respondents (63%) strongly agreed and 5 respondents (21%) agreed with this policy. 4 respondents (16%) neither agreed nor disagreed.

3. Comments on the policies for Theme Two: Natural Environment

Item	Responses	
Policy 2: Natural Environment		
The coppice with standards structure will be conserved with new conservation areas created and managed. The oak population will be conserved and its age class extended; species diversity will be maintained and enhanced. A programme of survey and monitoring will be implemented to inform future review of the CMP.		 <p>Legend: ■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree</p>
Strongly agree	18	
Agree	0	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	
Policies		
Develop a prescriptive management strategy to guide woodland management operations and the conservation of the oak and hornbeam population over the next 10 years.	14 respondents (100%) strongly agreed with this policy.	
Encourage the Conservation and Arboricultural Staff on Hampstead Heath to become involved in the management of the Wood and explore the possibilities of learning from other CoL sites.	12 respondents (63%) strongly agreed and 5 respondents (26%) agreed with this policy. 2 respondents (11%) neither agreed nor disagreed.	
Promote research opportunities with students or post graduates with a focus on vulnerabilities of woodland species, in particular the decline of the oak standards.	10 respondents (59%) strongly agreed and 6 respondents (35%) agreed with this policy. 1 respondent (6%) neither agreed or disagreed.	
Strengthen links with London Borough of Haringey and consider opportunities to coordinate habitat management across local Ancient Woodland sites and raise awareness of this important habitat.	10 respondents (72%) strongly agreed and 2 respondents (4%) agreed with this policy.	
Manage and expand the existing coppice areas and seek opportunities to create new areas.	11 respondents (69%) strongly agreed and 5 respondents (31%) agreed with this policy.	
Monitor the oak standard population as a keystone species, prolong its longevity and continue restocking operations.	17 respondents (89%) strongly agreed with the policy. 2 respondents (11%) agreed with the policy.	
Comments		
<ul style="list-style-type: none"> Reduction of Beech trees Control of parakeet population should be a priority I like parakeets and they don't seem to be displacing any other species – leave them alone! 		

4. Comments on the policies for Theme Three: Community and Recreation

Item	Responses	
Policy 3: Community and recreation		
The wide range of recreational facilities and uses of Highgate Wood will continue to be provided, actively promoted and enhanced. The City of London will continue to engage with schools, interest groups (e.g. London Wildlife Trust) and the general public to ensure that the Wood's importance and range of facilities is fully understood and used.		 <p>Legend: ■ Strongly agree ■ Agree ■ Neither agree nor disagree ■ Disagree ■ Strongly disagree</p>
Strongly agree	13	
Agree	0	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	
Policies		

Build on existing relationships with the local community and stakeholders to form a dedicated Friends of Highgate Wood group formed around a core group of volunteers.	15 respondents (88%) strongly agreed with this policy. 2 respondents (12%) agreed.
Improve links with young people and youth community groups.	9 respondents (60%) strongly agreed, 5 respondents (33%) agreed and 1 respondent (7%) neither agreed nor disagreed with this policy.
Explore opportunities to host events that raise the awareness of the UK's woodland heritage and its vulnerability.	11 respondents (65%) strongly agreed and 8 respondents (42%) agreed with this policy. 3 respondents (16%) neither agreed nor disagreed.
Develop a health and well-being programme and investigate Natural England's Greenspace Walking Scheme.	8 respondents (42%) strongly agreed and 8 respondents (42%) agreed with this policy. 3 respondents (16%) neither agreed nor disagreed.
Explore options to resolve conflicts between sports people and those enjoying the field area on weekends.	9 respondents (50%) strongly agreed and 6 respondents (33%) agreed with this policy. 3 respondents (17%) neither agreed nor disagreed.
Explore feasibility of increasing charges for hiring out the facilities and explore all avenues for marketing and income generation. The charitable status of the organisation should be highlighted.	7 respondents (37%) strongly agreed and 3 respondents (16%) agreed with this policy. 4 respondents (21%) neither agreed nor disagreed, a further 2 respondents (10%) disagreed and 3 respondents (16%) strongly disagreed.
Promote public access but ensure careful monitoring of visitor numbers and restrict access to sensitive ecologically and archaeologically sensitive areas.	11 respondents (79%) strongly agreed with the policy and a further 2 respondents (14%) agreed. 1 respondent (7%) neither agreed nor disagreed with this policy.
Increase knowledge of and links to Queen's Wood through use of signage, websites, leaflets, maps and electronic information.	11 respondents (65%) of respondents strongly agreed with this policy. 6 respondents (35%) agreed with the policy.
Comments	
· Establish links with Parkland Walk (info@parklandwalk.org.uk)	

5. Comments on the policies for Theme Four: Built Environment

Item	Responses	
Policy 4: Built environment		
The condition and appearance of existing buildings will be maintained and the setting of key heritage features such as the Fountain and the Lodge will be enhanced. Infrastructure and site furniture will be maintained and rationalised where possible and high quality design and materials appropriate to the woodland setting will be used throughout. There will be a general assumption against further built development unless it is deemed to have no negative impact upon the heritage, ecology or enjoyment of the site and it is of outstanding architectural design or the benefits it delivers are of sufficient merit.		<p>Legend:</p> <ul style="list-style-type: none"> Strongly agree Agree Neither agree nor disagree Disagree Strongly disagree
Strongly agree	19	
Agree	0	
Neither agree nor disagree	0	
Disagree	0	
Strongly disagree	0	
Policies		
Investigate options to create a small car park for visitors with mobility difficulties close to Onslow Gate.	13 respondents (65%) strongly agreed with this policy. 2 respondents (10%) agreed, 1 respondent (5%) neither agreed nor disagreed and 1 respondent (5%) disagreed and 3 respondents (15%) strongly disagreed.	
Rationalise vehicle deliveries and restrict vehicle movements throughout the site.	18 respondents (94%) strongly agreed and 1 respondent (6%) agreed with this policy.	
Re-configure the layout of the existing café building to improve kitchen facilities and to increase the capacity for indoor dining.	11 respondents (46%) strongly agreed and 3 respondents (12%) agreed with this policy. 9 respondents (37%) neither agreed nor disagreed and the remaining 1 respondent (4%) disagreed.	
Promote access for all and ensure existing provision is DDA compliant.	4 respondents (24%) strongly agreed and 13 respondents (76%) agreed with this policy.	
Improve environmental performance of buildings throughout the wood e.g. insulation of lodges, updating heating systems and photovoltaic installation.	8 respondents (50%) strongly agreed and 4 respondents (25%) agreed with this policy. 4 respondents (25%) neither agreed nor disagreed.	
Increase the range of play equipment to cater for children in the 7 – 10 age group.	4 respondents (20%) strongly agreed and 2 respondents (10%) agreed with this policy. 11 respondents (55%) neither agreed nor disagreed, a further 2 respondents (10%) disagreed and 1 respondent (5%) disagreed with the policy.	
Comments		
<ul style="list-style-type: none"> Recreational activities for teenagers urgent e.g. skateboard and more challenging zipwire. Disagrees with the need for recreational activities for teenagers. Why stop at 10 years? 		

Comments on masterplan proposals

I love Highgate

Establish a drop off area at Onslow Gate to goods etc. for café

Bluebell coverage has improved each year - be lovely if it continued

Access for disabled: Limited mobility only beside café; Wheelchair users by by Onslow; Radar- key access single gate beside normal gate for mobility buggy users

Onslow gate and driving too fast with no regard to pedestrians. A drop off point at the gate would be safer for all.

Local fund raising for the woods. Volunteer group from local community

Use of café needs to be expanded - allow dogs on leash to go into café (outside area only) create some form of marquee for inclement weather, make use of outside area within café)

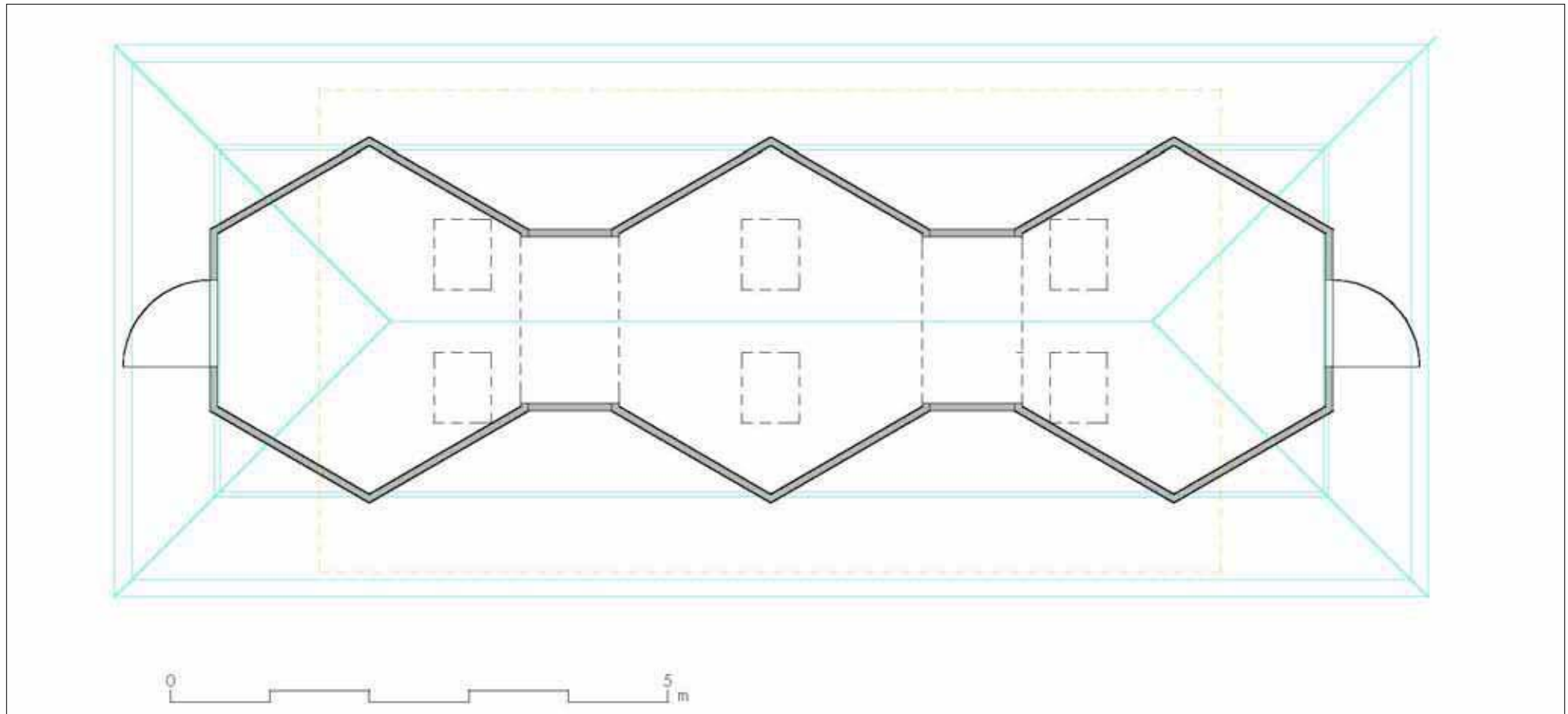
Harry likes the tree of animals in the play area.

Appendix 9

Options for the development of the Education Centre

Existing layout of the Education Centre at Highgate Wood

Page 303



The existing Education Centre was erected in 1995 by Norwegian Log. The walls of the structure are formed of plywood sheets clad on both sides with log profiles.

The plan below suggests that there was a smaller building on a concrete slab which predated the present building. It appears the existing building was placed with the principal loads on the old slab.

The original plan of three linked hexagons is simple and clear although the logic is more apparent on the plan than in reality.

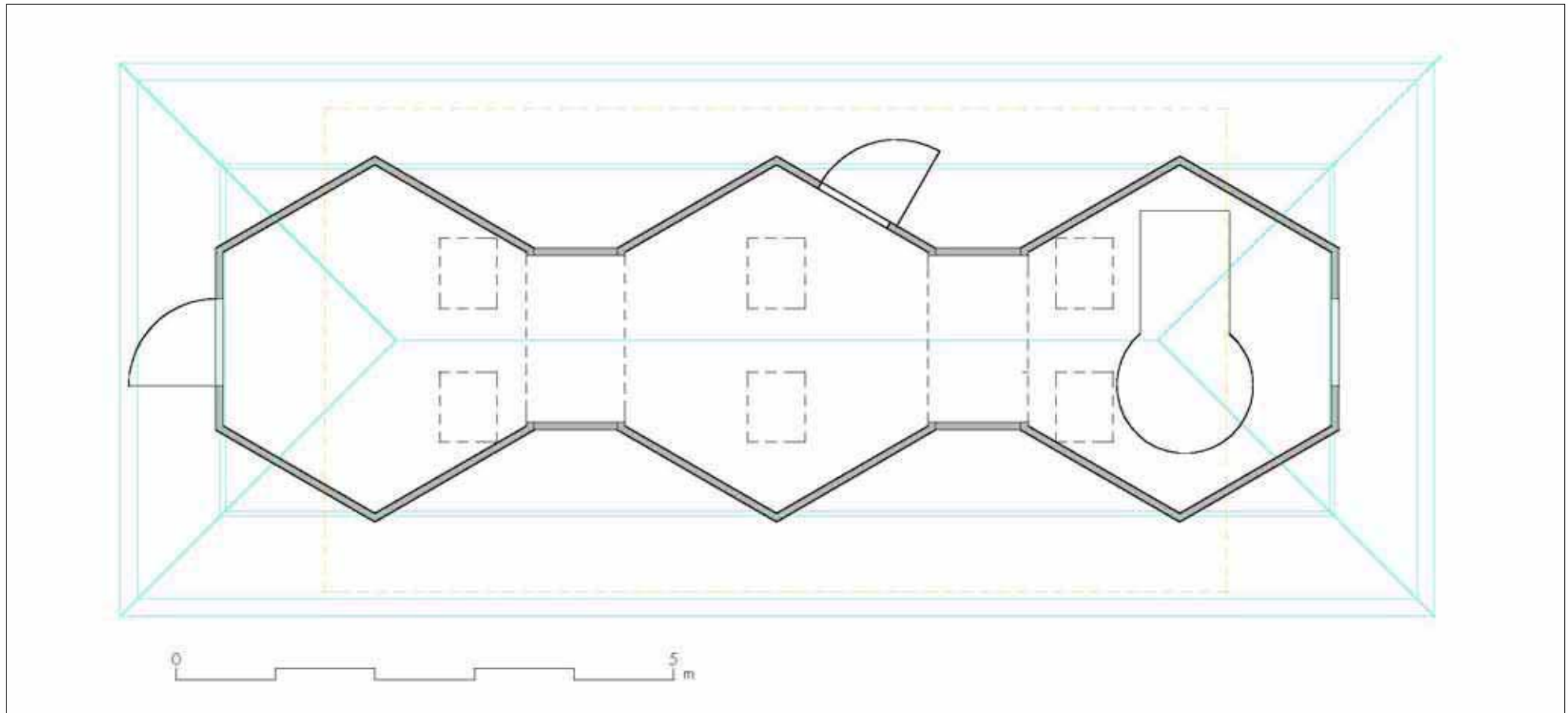


The existing Education Centre.



The Education Centre is located in the heart of Highgate Wood.

Alterations to the Education Centre at Highgate Wood: Option 1

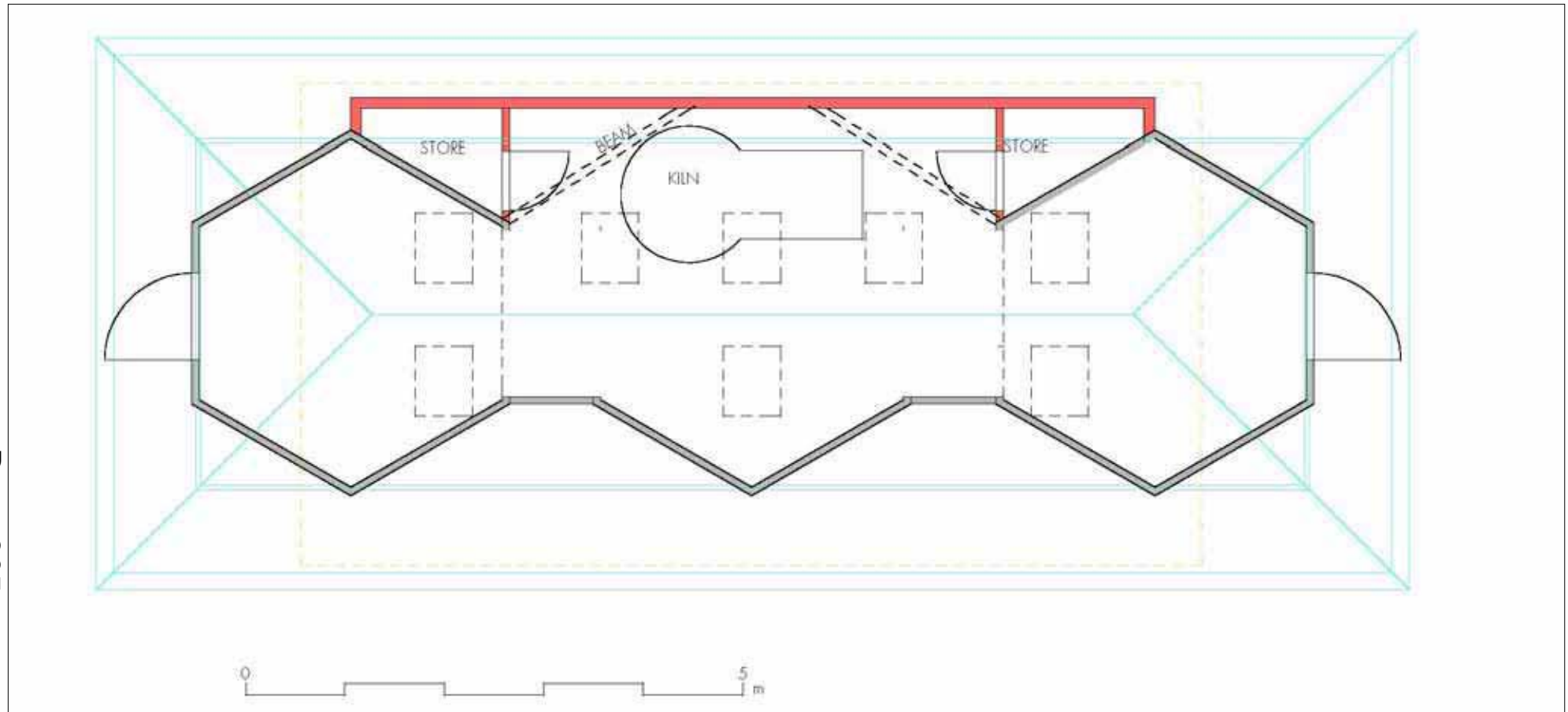


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Option 1 shows the kiln occupying one end of the building and a new door cut into the middle section to maintain a through route. The kiln appears to fit in the location shown but would allow for little space for anyone to move around it. Therefore, the kiln would end up being viewed from just one side, although there is the possibility that visitors could be looking through the former door.

Consideration would need to be given to which side of the kiln should be presented and whether it would need to be displayed in a case or whether there will need to be a barrier to stop visitors entering that section of the building.

Alterations to the Education Centre at Highgate Wood: Option 2



Option 2 shows the footprint of the building expanded. The middle section of the building has been extended to maximise the additional space whilst retaining the building within the original concrete floor base. However, consideration will need to be given to how the existing displays will work as the kiln would split them into two separate areas.

Additional roof lights are shown in the middle area to avoid the need to introduce new windows partly for security reasons and partly because the roof overhang limits their usefulness.

Committee(s) Hampstead Heath, Highgate Wood, and Queen’s Park Committee	Dated 21 May 2024
Subject: Queen’s Park Management Priorities for FY’2024-25 (Business Plan)	Public
Which outcomes in the City Corporation’s “Corporate Plan (2024-2029)” does this proposal aim to impact directly?	Engage diverse communities Dynamic economic growth Leading sustainable environment Vibrant thriving destination Providing excellent services Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	NO
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts Interim Executive Director, Environment	For Decision
Report Author: Bill LoSasso Assistant Director (Superintendent) North London Open Spaces	

Summary

Recommendation(s)

Members are asked to:

- Approve the FY’2024-25 business plan for Queen’s Park
- Note the development of a longer-term business plan as described in this report

Main Report

Background

1. North London Open Spaces is the sub-division of the City of London Corporation that is responsible for the day-to-day management of four public open spaces: 1) Hampstead Heath, 2) Queen's Park, 3) Queen's Park, and 4) Queen's Park.
2. The City Corporation has numerous strategies, plans, programmes, projects, and initiatives that inform North London Open Spaces' management of Queen's Park.
3. These guiding documents and initiatives include the following:
 - a. The City of London Corporation Corporate Plan (2024-2029), which was released on 25 March 2024.
 - b. The Environment Department's High-Level Business Plan (FY'2024-25).
 - c. The Natural Environment Division Strategies (2024-2029), which were launched on 4 December 2023, consisting of:
 - i. Vision: "Open Spaces that are rich in diversity, conserve nature, create memories, and enhance lives".
 - ii. Mission: "To protect and enhance our open spaces across London and the Home Counties, working in partnership to ensure they remain accessible, sustainable and preserved for the benefit of the public."
 - iii. Four key strategies to deliver the vision:
 1. Nature Conservation and Resilience: Conserve the special biodiversity and habitats or open spaces and manage them to secure their future.
 2. Access and Recreation: Conserve, enhance and sustainably manage our open spaces' special natural environments and their heritage; and we will welcome, encourage and inspire our visitors to enjoy and protect these spaces for future generations.
 3. Community Engagement: Act as stewards of our public open spaces in partnership with communities to ensure their responsible use and conservation in perpetuity.
 4. Culture, Heritage and Learning: Take care of our cultural assets and our culture, heritage and learning offer will develop participation, confidence, connection, opportunity and well-being of, and support from, our priority audience.
 - d. Queen's Park Management Plan, which will be updated during FY'2024-25

Other supportive and guiding documents and initiatives

4. Other extant corporate strategies, plans and projects that guide the Natural Environment Division and North London Open Spaces, and thus help guide our activities at Queen's Park, include:
 - a. Climate Action Strategy
 - b. Carbon Removals Project
 - c. Cultural Strategy
 - d. Destination City
 - e. Education Strategy
 - f. Sport & Physical Activity Strategy

5. Other initiatives that are still underway and will inform our management of open spaces, inclusive of Queen's Park, include:
 - a. Natural Environment Division 'Income Generation Strategy'
 - b. Operational Property Review
 - c. Natural Environment Division 'Charity Review'

6. Additional documents and initiatives that guide and inform the management of Queen's Park and its work programme, include:
 - a. North London Open Space business plan
 - b. Individual site management plans
 - c. Events policies for each of the open spaces
 - d. Annual work plans
 - e. Cyclical Work Programme (led by City Surveyor's Department)

Current Position and planned work for FY'2024-25

7. Given the recent completion of the Corporate Plan and Natural Environment Division Strategies, and the important work that is still underway and nearing completion that will guide activities across NLOS's four spaces, a detailed business plan does not currently exist for NLOS or the other sub-divisions of the Natural Environment Division.

8. A multi-year business plan for North London Open Spaces is being developed during FY'2024-25, however, and will be in place by 1 April 2025. The business plan will align with the governing documents for the Highgate Wood & Queen's Park Kilburn Charity, the relevant strategies and guiding documents outlined above, draw together the operational priorities across the Environment Department High-Level Business Plan, and will further plan and guide delivery of the updated Queen's Park

management plan.

9. As an interim measure, this report outlines key management activities at Queen's Park for financial year 2024-25 that will guide our activities as a multi-year business plan is developed.
10. North London Open Spaces will also be updating all site management strategies/plans in FY'2024-25.

Proposals and Actions

11. Appendix 1 provides key outputs at Queen's Park for North London Open Spaces for FY'2024-25. These also identify the team at (or partner of) North London Open Spaces that is the primary lead, as well as applicability to other documents mentioned herein.

Financial Implications

12. Actions will have either been met through the local risk budget or from external grants and income generation.

Resource Implications

13. Actions will be implemented using existing staffing resources, supplemented by contractors where required.

Legal Implications

14. The City Corporation as trustee of the charities, Hampstead Heath (803392) and Highgate Wood and Queens Park Kilburn (232986) must act in the best interests of these charities, and ensure that all management activities and initiatives align with the charities' objects (as set out in their respective governing documents), the Charities Act 2011 (as amended) and the requirements under the Equality Act 2010 (to not discriminate against people with protected characteristics).

Equalities Implications

15. A number of access improvements are proposed in the report along with accessibility audit across Hampstead Heath.

Climate Implications

16. Actions in the report form part of the City's Carbon Removals Project which is seeking to address climate change issues. Other actions are also seeking to improve the resilience of species and habitats across Hampstead Heath.

Conclusion

17. This report has provided an outline of the planned key management activities at Hampstead Heath for FY'2024-25.

Appendices

Appendix 1: Hampstead Heath Business Plan (FY'2024-25)

Appendix 2 (via hyperlink): City of London Corporate Plan (2024-2029):

- [Our Corporate Plan 2024-29 - City of London](#)

Appendix 3 (via hyperlink): Natural Environment Division key strategies (2024 – 2029)

- [Natural Environment - City of London](#)

Appendix 4 (via hyperlink): Environment Department FY'2024-25 High-Level Business Plan (p. 143-157)

- [\(Public Pack\) Agenda Document for Hampstead Heath, Highgate Wood and Queen's Park Committee, 12/02/2024 16:00 \(cityoflondon.gov.uk\)](#)

Appendix 5: Queen's Park Management Plan (2024)

Report author

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Events	Conceive and deliver a holistic events and activities programme that meets visitor needs and is aligned with the Events Policy, subject to available resources	Development & Partnerships Team	x			x		x			x		x				x		x				
Events	Create a 'lookbook/prospectus' of event spaces on Queen's Park for events, filming, and weddings.	Development & Partnerships Team				x		x			x		x					x		x			
Communications	Creation of Communications Plan to encourage positive behaviours on Queen's Park and promote health and wellbeing benefits of the the park	Development & Partnerships Team				x		x			x		x					x					
Website	Complete a review and update to the Queen's Park portion of the website	Development & Partnerships Team						x			x		x							x			
Licensing	Explore wedding licensing for Queen's Park	Development & Partnerships Team						x			x		x							x			
Fundraising campaigns	Explore fundraising campaigns to support work	Development & Partnerships Team						x			x							x		x	x		
Access to information	Audit availability of digital and physical information from City Corporation-managed information resources to assess public access to information about the park	Development & Partnerships Team	x					x			x		x							x	x		
Global City of Sport' Strategy	Review Corporate strategy and examine opportunities for alignment and synergies	Operations & Parks Team	x					x			x		x							x	x		
Health & Safety	Create and updated Health and Safety Plan for North London Open Spaces	Operations & Parks Team						x			x		x							x	x	x	
Health & Safety	Complete maintenance on vehicles and equipment to ensure H&S requirements are met	Operations & Parks Team						x			x		x							x	x	x	
Health & Safety	Complete staff training to ensure H&S needs and requirements are met	Operations & Parks Team						x			x		x							x	x	x	
Sports and physical activity	Review existing licenses and booking systems for sports facilities on Queen's Park	Operations & Parks Team	x					x			x		x								x	x	
Fleet	Dispose of non-ULEZ vehicles where possible across North London Open Spaces	Operations & Parks Team									x										x		
Training	Review training needs of Queen's Park staff	Operations & Parks Team						x			x		x							x	x	x	
Project: Toilets	Complete the refurbishment of the toilets	Operations & Parks Team						x			x		x								x		
Sports	Explore use of court 6 at the tennis courts, which is current in need of repair	Operations & Parks Team	x					x			x		x								x		
Sports	Explore ways to increase use of the existing tennis facilities	Operations & Parks Team	x					x			x		x								x		
Farm	Review the current stock of animals and determine if any changes will be made	Operations & Parks Team						x			x		x										
Awards	Apply for Green Flag and other awards	Operations & Parks Team	x					x			x		x								x	x	x
Volunteers	Explore/ expand volunteers supporting the care of Queen's Park	Operations & Parks Team	x					x			x		x								x	x	x
Project: Woodland Walk	Explore feasibility of the Woodland Walk and related impacts to Pitch and Putt	Operations & Parks Team						x			x		x								x	x	
Project: Paddling Pool	Explore future use of the paddling pool and site	Operations & Parks Team						x			x		x								x		
Project: Sandpit	Complete the Sandpit Project	Operations & Parks Team						x			x		x								x		

Access	Complete a self audit of access challenges across Queen's Park	Operations & Parks Team / Conservation Team	x				x	x	x			x	x					x	x
Visitor survey	Complete a survey of visitor footfall to inform future management of Queen's Park	Operations & Parks Team / Conservation Team	x	x			x		x	x	x		x			x	x	x	x
Signage	Audit on-site signage for accuracy, condition, and clarity, and to direct visitors away from sensitive areas where possible.	Operations & Parks Team / Conservation Team					x	x	x	x		x				x	x	x	
Stakeholder and user groups	Complete an audit and inventory of all user group agreements	Operations & Parks Team / Conservation Team										x	x					x	x
Charity Review	Work with colleagues to support the Charity Review with respect to North London Open Spaces and Queen's Park	Superintendent																	
Operational Property Review	Work with colleagues to support the Operational Property Review with respect to North London Open Spaces and Queen's Park	Superintendent																	
Staff recruitment	Complete recruitment for remaining vacancies for North London Open Spaces	Superintendent	x				x	x	x	x		x	x	x	x	x	x	x	x
Queen's Park Management Plan	Complete update of Queen's Park Management Plan	Superintendent	x	x			x	x	x	x		x	x	x	x	x	x	x	x
Policies and protocols	Complete inventory and prioritise updates of all policies and protocols across North London Open Spaces	Superintendent	x				x	x	x	x		x	x	x	x	x	x	x	x
Community Engagement	Create a 'Community Engagement Toolkit' to guide engagement activities by type, size, subject, etc	Superintendent	x																
Partnerships	Explore opportunities to work with external partners and volunteers to support caring for Queen's Park	Superintendent	x																
Stakeholder management	Continue to engage meaningfully with stakeholders ensure that Queen's Park management is informed by its community of users	Superintendent	x																
Modernised administrative processes	Support Services Team will interrogate existing administrative processes, update where necessary, and create where needed.	Support Services Team																	

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Management Plan 2024

1. Executive Summary

This Plan states our commitment to realising the vision to protect and conserve Queens Park to ensure it continues to enrich the lives of current and future generations. It aligns with the City of London Corporation's new Corporate Plan 2024-29, which will go live in April 2024.

It is a framework containing six strategic outcomes ensuring everything we do contributes to flourishing public spaces, drives dynamic economic growth, provides excellent services, leads on environmental sustainability, engages with diverse communities, and creates a vibrant thriving destination.

It will guide the management and ensure:

The Park is maintained as a flourishing green space retaining its Green Flag, London in Bloom Award, and its designation as a Site of Local Importance for Nature Conservation.

Improved physical health and wellbeing of park users, facilitated by improved spaces, playground and sports facilities that are accessible to residents, workers, businesses and visitors, and people of all ages and backgrounds.

Responsible management is achieved through a culture of shared custodianship, encouraged by partnering with Queen's Park Area Residents Association, Transition Town volunteer group, and walks, talks and events within the park.

This Plan provides a framework for managing the Park and uses an outcomes-based approach. Identifying measures for success will enable us to monitor progress and stay on track to realise the Park Vision.

1.1. Queen’s Park vision and its strategic context

Vision: Queen's Park remains a place of horticultural excellence with high heritage and conservation value, and strives to create a space that is inclusive and relevant but also enhances the community that it serves.

The vision is divided into three main themes, which show how it will deliver outcomes which contribute towards corporate and departmental objectives.

Table 1: How the Parks vision will be delivered, and it links to other key strategic documents

THEMES	The Park has high horticulture, heritage conservation and environmental standards	The Park is inclusive with provision of facilities to all.	Through caring for the park with community involvement we will enhance their education, wellbeing, and health.
CORPORATE PLAN	Flourishing Public Spaces. Vibrant thriving destination.	Lead on Environmental Sustainability. Drives dynamic economic growth.	Connects and builds diverse, engaged communities. Provides excellent services to support people to live healthy, independent lives.
OS DEPT. BUSINESS PLAN	Open spaces and historic sites are thriving and accessible	Business practices are responsible and sustainable	Spaces enrich people's lives
OUTCOME	<ul style="list-style-type: none"> • Retain Green Flag Award, Heritage Award and London in Bloom Award • Site of Local Importance for Nature Conservation 	<ul style="list-style-type: none"> • Improved playground facilities and toilets • Improved sports provision • Our practices are financially, socially, and environmentally sustainable 	<ul style="list-style-type: none"> • Walks, talks events. • Work with stakeholders such as QPARA • Volunteering opportunities through local groups such as Transition Town • Park run sessions available for all.

OBJECTIVES	<p>Objective 1: Well managed Park</p> <p>Objective 2: Well maintained and clean Park</p> <p>Objective 3: Park that addresses conservation and heritage</p>	<p>Objective 4: Sustainable Park</p> <p>Objective 5: Welcoming Park</p> <p>Objective 6: Safe and secure Park</p> <p>Objective 7: Well marketed and promoted Park</p>	<p>Objective 8: Park where community involvement is encouraged.</p> <p>Objective 9: Healthy and active Park</p>
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2. Queen's Park Vision

This Management Plan describes the role and function of the Queens Park team in managing the park and guides the day-to-day management of the park over the next 12 months:

The Park Vision in line with the Natural Environment Prospectus sets out shared community aspirations for the park, expressed in three broad themes:

- **The Park to be inclusive with provision of facilities to all.**
- **The Park to have high horticulture, heritage, conservation, and environmental standards.**
- **Together with community involvement we care for the park.**

3. Information about Queen's Park

Queen's Park is a 30 acre (12 hectare) public park situated in the London Borough of Brent in North London. It was acquired by the City of London in 1886 from the Ecclesiastical Commissioners, Alexander McKenzie was approached to design the park for a sum of £3,000 and a year later, on 5th of November 1887, the park officially opened with several thousand members of the local population in attendance.

Alexander McKenzie was one of London's foremost park designers and is known for his design of Alexandra Palace, Southwark Park, Finsbury Park, and Albert Embankment Gardens. McKenzie's 1887 plan of Queen's Park shows two circular areas of grass set within the roughly rectangular shape of the park; these were both labelled as recreation ground.

Today, it is a Victorian style urban park that contains a wide range of facilities which includes an ornamental garden known as the quiet garden, two playgrounds, a nine-hole pitch and putt course, a small urban farm, six tennis courts, a listed bandstand built in 1891, and a woodland walk at the north end of the Park.

The Park provides a safe and relaxing environment for over one million visits a year in a borough which contains nine of the most deprived neighborhoods in England. The London Borough of Brent is the second most culturally diverse community in England, a mix of different ethnicities and nearly one hundred and fifty languages spoken.

Brent is the second most least active borough in London, where obesity remains high and is significant. Brent has some of the highest childhood obesity rates in London. Some 41.7 per cent of children in Year 6 were recorded as overweight or obese in 2018/19. Ethnicity data shows that children with the highest rates of excess weight in the diverse borough are from black Afro-Caribbean backgrounds. Access to quality public green space is a priority for residents in Brent if we are to reduce inequality of access to physical activity and help improve people's wellbeing. Queen's Park is a vital asset to the borough and should ensure that the facilities offered are not lost.

Queen's Park has

Two Playgrounds including a refurbishment of the sandpit in progress.

A Nine Hole Pitch and Putt Course

Over 100 benches

A butterfly wildflower conservation meadow

Free children's magic shows twice a week in the peak of summer funded by GiftAid donations.

A community allotment

A beehive area

Ornamental Quiet Garden

Over Five hundred Trees

Recycling points

A cafe open all year round

Two free to use Table Tennis tables.

Outdoor exercise facility

A bandstand that provides free entertainment and can be rented for private parties.

A children's Park Run on Sundays

Each year at Queen's Park there are:



Over
1 million
Visitors



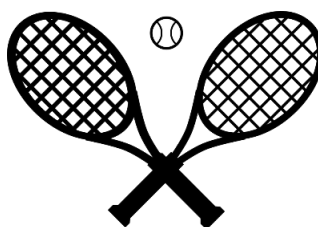
Over **200,000**
Visitors to the
playground



Over 3500 Pitch and
Putt Users



Football pitch
bookings
over **1000** hours






Over **15,000**
Hours of tennis
bookings



Several school sports
days and over 50
school visits to the
farm

Park and surrounds:

 <p>10 schools within easy walking distance</p>	 <p>3 tube and overground stations within easy walking distance (Queen's Park, Brondesbury Park and Kennel Rise)</p>	 <p>3 local shopping hubs within a mile of the park (Chamberlayne Road, Salusbury Road, Kilburn High Street)</p>
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The Park is overseen by a Management Committee known as the Hampstead Heath, Highgate Wood and Queens Park Management Committee which is led by an elected chair. The Park also has a Queens Park Joint Consultative Group (QPJCG) which was formed in 1986 and is also led by the chair of the above committee and consist of local groups. It meets twice a year and provides further opportunity for local groups to provide input on the management of Queen's Park.

The typical annual expenditure budget for the park is c. £1.5M which is shared with Highgate Wood, as both parks operate under the same charity. The Park receives this funding from the City of London Corporation and from the Park's charitable activities.

[Charity overview, HIGHGATE WOOD AND QUEENS PARK KILBURN - 232986, Register of Charities - The Charity Commission](#)

Income is generated from two main sources: refreshment licenses and hire of the sports facilities, as well as from grants, donations, and sponsorship.

The Park has been successful in receiving grants from several organisations over the last five years including Brent Council NCIL Programme and local donations through GiffAid.

Throughout the life of this Plan, we will seek to maximise opportunities to deliver projects through external national and local funding. GiffAid for the Queen's Park and Highgate Wood charity was introduced in 2023 and has been successful in securing donations that have been reinvested back into the park.

4. About this management plan and how it will be used

The purpose of this plan is to ensure the aspirations of the park vision are embedded in our work at all levels.

The first part of the management framework for the park is the Conservation Management Plan, which is the overarching policy document that seeks to guide the enhancement and development of new projects whilst ensuring conservation of the park as a resource to be enjoyed by present and future

generations. The Management Plan and The Annual Work Program identify priority projects for development over a one-year period and ensures their delivery in line with the objectives of the park vision.

The extent to which the outcomes and objectives in this Plan can be realised is dependent on the prioritisation of resources and allocation of funding, and will also be responsive to the changing environmental, social, and economic climate. The ambitions set out in this Plan will ensure we are well placed to face the challenges over the next year.

5. Realising the Queen's Park Vision

To deliver and achieve the Park Vision, three main themes have been identified as shown in Table 1, nine objectives have been developed in this management plan. To achieve this vision, we recognise the importance of working towards an agreed national standard for good practice in the management of parks and open spaces. The objectives will contribute towards the Green Flag Award criteria, the benchmark national standard for publicly accessible parks and green spaces in the United Kingdom:

Objective 1: Well managed Park

Objective 2: Well maintained and clean Park

Objective 3: Park that addresses conservation and heritage

Objective 4: Sustainable Park

Objective 5: Welcoming Park

Objective 6: Safe and secure Park

Objective 7: Well marketed and promoted Park

Objective 8: Park where community involvement is encouraged.

Objective 9: Healthy and active Park

5.1. What we aim to achieve in 2024

This Plan sets out nine objectives and the associated day to day core task and additional projects, which we will aim to achieve during the coming year.

5.2. Park Vision theme: The Park has high horticultural and environmental standards.

At the heart of the park Vision is a conviction that the natural and heritage qualities of the park are its most valued asset. The outcomes expected from this theme emphasis careful management to conserve its unique mosaic of habitats, heritage, gardens, sporting, play and visitor facilities.

To help achieve the outcomes expected from this theme, the following objectives have been set:

Objective 1: Well managed Park

Objective 2: Well maintained and clean Park

Objective 3: Park that addresses conservation and heritage

5.2.1. Objective 1: Well managed Park

Queen's Park comes under the management of the North London Open Spaces Assistant Director (Superintendent) who has overall responsibility for the following:

- Management of Queen's Park
- Management of Hampstead Heath
- Management of West Ham Park.
- Management of Highgate Wood

Staffing

North London Open Spaces recently underwent a staffing restructure, which changed the roles and responsibilities within the park. The new structure is as follows:

- **Head of Parks and Operations** - responsible for Queen's Park, West Ham Park, Golders Hill Park and Parliament Hill, Swimming and leisure facilities and all fleet and Health and Safety across the North London Open Spaces division.
- **Formal Parks Manager** - Responsible for Queen's Park, Golders Hill Park, and West Ham Park.
- **Senior Ranger** - Responsible for Queen's Park, the team and the day-to-day management of the Park.
- **Head Gardener and Ranger** - Based at Queen's Park, both roles are responsible for leading teams on the ground.
- The rest of the dedicated Queen's Park team consists of 1 x Gardener and 5 x Operative Rangers.

- Casual staff as and when required.
- Administration support officer.

The park is also supported by several staff that operate across many sites within North London Open Spaces

- Fleet and Health and Safety Officer
- Mechanic
- Ecologist
- Arboricultural Team
- Conservation Team
- City Surveyors Department
- Learning and Development Team
- Zoo and Farm Manager
- Communications Team
- NLOS Constabulary

Apprenticeship

The Park supports a horticulture apprenticeship program that will provide apprentices with a good technical knowledge base of the sector, combined with practical work experience, proven competency in the workplace and the development of transferable skills. The Park supports level 2 and level 3 apprentices.

Staff training, learning and development

All staff have a long-term individual learning and development plan, setting out what is planned during the next three years. Recent improvements in the organisation, booking, recording and evaluation of courses, have ensured that we continue to make progress in this important area. All staff receive an annual review to provide a dedicated opportunity to talk on a one-to-one basis with their line manager about a range of development issues including personal objectives, competencies, and training. All staff are also required to undergo mandatory training that comprises a mixture of off-site and on-site operational training.

To support the objective of providing a **well-managed Park**, the following actions are proposed during the lifespan of this plan:

Action no.	Action	Timescale
1.1	To maintain standards as set by site specification to achieve Green Flag Park and London in Bloom (min. Silver Gilt) Status	Annual external assessment – June 2024
1.2	To raise the annual income generation through sports and rent by a minimum of 2%	April 2024- March 2025
1.3	Training in IT system to support staff in effective use of available IT to create a productive workforce	On-going
1.4	To carry out annual Performance Development Appraisals (PDA) of all staff	Annual, in March 2024

1.5	To deliver projects set out in the NLOS annual work plan	As per agreed timescales
1.6	To provide necessary training for staff to deliver tasks safely (as per training matrix), which will be reviewed as part of annual PDA	Annual, in March 2024

5.2.2.Objective 2: Well maintained and clean park

Grounds maintenance

Most the ground's maintenance tasks are carried out by the in-house park team through a performance rather than a frequency- based service delivery apart from inspection and works to trees. The Formal Parks Manager meets monthly with the Senior Ranger to review current and future works. Progress is also discussed at monthly meetings and site visits between the Manager, Head of Parks and Operations, and Assistant Director. All ground staff have a weekly work plan that they discuss at their monthly toolbox talk meeting.

Litter Collection:	The Park is litter picked each morning by 9.00am, and then regularly throughout the day. All litter bins are checked daily; dog bins are emptied twice a week. Recycling of all litter is carried out whenever possible.
Cleansing: (as required)	The onsite Jet wash is used on all benches, bins, signs, gates, and shelters once a month, and to clear all drains three times a year.
Public Toilets:	The toilets are cleaned daily in the evening before facility closure and then inspected hourly throughout the next day and cleaned again if necessary.
Playground:	The playground is cleansed and checked daily before opening, including litter collection, the blowing and sweeping of all surfaces, emptying of bins, cleaning of benches, and checking of all equipment.
Paddling Pool (summer only):	The paddling pool is cleaned and thoroughly checked before opening each day, and then fully supervised whilst open, with visitor numbers and water quality monitored and recorded on an hourly basis.
Sports Pitches:	All sports pitch markings are overmarked once a week during the season and maintained weekly to protect high use areas. During the cutting season the Pitch and Putt green are cut three times per week and the fairways cut once per week, The rough areas are only cut once per annum to support wildlife conservation.
Leaf Clearance:	Full leaf clearance is carried out from October to February, by hand in shrub and flower beds, and by backpack blowers from paths and grass areas, with all leaf piles cleared at the end of each working day.

Garden grass cutting:	The Garden grass areas are cut every week in the growing season with a pedestrian mower, with the removal of clippings and sweeping of paths at the end of each working day. Following each cut, all lawn areas are edged by hand.
Park grass cutting:	The Park amenity grass areas are cut every week dependent on growth with a ride on mower and strimmer, with the removal of clippings from paths at the end of each working day. All long grass areas are cut each autumn, followed by the removal of all clippings.
Park furniture	All park benches and bins are checked, cleansed weekly and re-painted annually if required. All railings and fences are redecorated every ten years, but any worn areas are also treated when required and as budget allows.

Park Waste

The park has a waste bay within the staff yard that is used for waste animal bedding and green waste throughout the park, When the bay is full it is transferred into a skip and taken away for recycling. Leaf clearance within the park is taken to an area close to the woodland walk to reduce costings of green waste skips for the park. The Staff yard and park also contain recycling bins and staff aim to recycle as much of the waste generated in the park as possible by sorting litter when collected and using the containers provided to store plastic, glass, paper, cans, and cardboard.

In addition, all wastepaper, plastic, glass, cans, cardboard and print toners generated by offices within the park are recycled. Office staff are also encouraged to print and copy all documents double sided and to re-use wastepaper to reduce paper consumption.

All the recycled material is removed by Brent's waste contractor. We aim to continue increasing the amount of material that is recycled throughout the life of this Plan and more importantly aim to reduce the amount of waste created in the first instance in all our operations where possible.

Use of equipment

To ensure the correct use and care of grounds maintenance tools and equipment, all staff undertake an induction from an experienced member of staff before commencing a new task or operation. In addition, 'tool-box talks' are undertaken monthly to remind staff of good practice in the use of machinery. Staff are provided with the required training for use of equipment and must read and follow risk assessments and safe systems of work before use.

Servicing and major running repairs of grounds maintenance equipment are carried out annually in accordance with the City of London Corporation Corporate Fleet Management Guidance, and minor repairs are carried out where possible on site by Park staff. In addition, staff undertake basic daily checks of all equipment before use, with any defects reported to the Senior Ranger in order that repairs can take place as quickly as possible. A member of staff carries out scheduled checks to all our machinery and this is recorded on an inspection sheet. All grounds maintenance tools, materials and equipment are stored in areas that the public do not access.

All required personal protective equipment (PPE) identified through risk assessments and accepted good practice is issued to the staff on an individual basis. Staff carry out an annual audit of tools, equipment, and PPE.

Buildings and infrastructure maintenance

All buildings and infrastructure maintenance are carried out on our behalf by the City Surveyor's Department, which provides access to a buildings Surveyor, approved plumbing, electrical and building contractors as required and organises all statutory tests and inspections.

Playground repairs

Park staff carry out daily and weekly inspections and annual redecoration. A specialist maintenance contractor carries out repair work to the playground equipment as required. An annual ROSPA inspection is carried out by a certified ROSPA inspector.

Tree safety inspections and maintenance

The arboricultural team surveys London Plane trees for Massaria three times a year and all mature trees annually in autumn. All other trees in the park are inspected every four years on a cyclical basis. Any works required to the trees is either carried out by the arboricultural team or an external contractor if necessary.

In order to support the objective of providing a well maintained and clean Park, the following actions are proposed during the life of this Plan:

Action no.	Action	Timescale
2.1	Review litter collection across the park and gardens, research alternative bins and rubbish collection methods to increase recycling and reduce general waste	April-May 2024
2.2	Scope opportunities for sensory garden improvements and implement	March-April 2024
2.3	Audit and inspect current benches within the park	Nov-Dec 2024
2.4	Replace petrol handheld and rotary lawnmowers to electric to provide sustainable operations	Feb 2024
2.5	Identify further development of new and existing staff in specialist areas that will benefit the park and team career progression in line with CoL people strategy	2024 in line with PDA's

2.6	Improvements to the woodland walk <ul style="list-style-type: none"> - Review woodland consultation. - Further in-house maintenance - Potential Implementation of changes identified from consultation 	2024 2024 2024-2025
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5.2.3. Objective 3: Park that addresses conservation and heritage

The Park has a rich and diverse cultural history spanning back over 100 years. In 2000, Historic England awarded the bandstand Grade II status on their Register of national heritage for England. The park is listed as a site of local importance for nature conservation. The Park Vision describes its varied landscape as having been shaped by human hands over centuries. It emphasises careful management to conserve its unique mix of natural spaces, heritage, gardens, sporting, play and visitor facilities. In short, to ensure its rich mosaic of surroundings continues to thrive and flourish, remaining resilient to changes over time.

In order to support the objective of providing **a Park that addresses conservation and heritage**, the following projects are proposed during the life of this Plan:

Action no.	Action	Timescale
3.1	Improve and implement signage across the sites particularly in heritage assets to celebrate and improve understanding of their historical importance	April-May 2024
3.2	Continue to work closely with site head Gardener to ensure planting regimes take into consideration the adapting climate and to ensure that the historic character of the park is not lost.	2024 Monthly meetings
3.3	Continue with the veteran tree program	As part of the annual work program (Tree team)
3.4	Work with the conservation team to improve the grounds conditions and habitat whilst the woodland walk improvement project is decided upon	2024
3.5	Continue a consistent approach to site furniture that provides appropriate styles/materials to component parts of the park. Historic precedent should be followed, and all furniture should be DDA compliant.	Annually

3.6	Continue to manage areas of wildflower meadow and explore opportunities to increase.	Part of the annual work program
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5.3. Park Vision theme: The Park is inclusive with provision of facilities to all.

The Park Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected.

To help achieve the outcomes expected from this theme, the following objectives have been set:

Objective 4: Sustainable Park

Objective 5: Welcoming Park

Objective 6: Safe and secure Park

5.3.1 Objective 4: Sustainable Park

To support the objective of providing a sustainable Park, the following projects are proposed during the life of this Plan:

Action no.	Action	Timescale
4.1	Explore possibility of setting up volunteer group (Birds, Bats, Insects, and mammals) to maintain a healthy and diverse habitat and to record biodiversity	Aug-Sept 2024
4.2	Continue to work towards achieving the City of London Corporation climate action strategy	As part of annual work program
4.3	Explore further areas of relaxed mowing regime within the park	As part of annual work program
4.4	Review conservation management plan and management plan in line with new CoL Corporate plan implemented April 2024	April-May 2024
4.5	Maintain and expand standing and other deadwood habitats	As part of annual work program
4.6	Continue to work with the butterfly Conservation to increase biodiversity across the site	As part of annual work program

5.3.2. Objective 5: Welcoming Park

Diversity of the Park users should ideally echo demographics of the community within the borough. This is likely to flow from people feeling welcomed, informed, and confident about visiting and participating in activities in the park. Combined with a sense that the Park is welcoming, this will lead to people feeling safe in the park and foster a sense of belonging. Communication, education, and outreach, working with a range of partners, schools, and local organisations, will mean more people have the knowledge and confidence to visit the Park.

The Park can be accessed via seven entrances. All seven entrances have sign boards welcoming you to Queen's Park. There are also three notice boards in the park (outside the farm entrance, pitch and putt hut, and outside the cafe) to inform visitors about various events taking place throughout the year.

A key part of our vision for the park is to provide a variety of facilities for all. Our overall aims for the key elements of the site during the life of this Plan are as follows:

The Quiet Garden: we will continue to maintain this area as a tranquil high-quality horticultural space dedicated to peace, quiet and relaxation by encouraging visitors to respect the gardens and only use the area for quiet, passive recreation.

Parkland: there are open areas of the Parkland which are not shared with formal sports, and we will encourage visitors to use these areas for picnics, informal games, and relaxation. We will also aim to improve seasonal interest by continuing with our bulb planting program and seasonal bedding.

Footpaths: we will carry out regular inspections and work with the surveyor's department to ensure timely repair of all footpaths with the aim of maintaining their current layout, width, surface treatment and level of accessibility.

Park furniture: we will maintain the current layout of benches, bins, fences, and signs in the park, and ensure that they are regularly inspected and refurbished. If replacements or temporary additions are required, they will be in the same style, and will be purchased from sustainable sources.

Playground and paddling pool: we appreciate the importance of play and the significant role it has in developing children and will continue to provide a playground and water play that is challenging, fun and maintained to a high standard. As it is one of the most well used areas in the park, we will explore potential funding opportunities to continue maintenance and improve the facility. The sandpit is currently in the process of a £130,000 refurbishment and will be completed before the spring season.

Sports and recreation: we will continue to encourage and support a variety of activities in the park through providing good quality, accessible sports facilities. We will work closely with local, regional, and national partners, sports clubs, and the London Borough of Brent to promote the use of our sports areas and to find pathways for sports development and participation.

Toilet facilities: the current main toilet block and cafe toilets will continue to be maintained through regular inspection and thorough daily cleansing. The main toilet block recently underwent an exterior rendering refurbishment to soften its appearance, works were also completed to the drainage system and rear door

fabrication. We will continue to work closely with the surveyor's department to ensure interior renovation is completed.

Farm: The responsibility of the farm is shared between the Zoo and Farm Manager based at Golders Hill Park and the Queen's Park Senior Ranger. The park supports the development of people and currently has three animal apprentices which work between both sites.

Catering facilities: The cafe is leased out to an external tenant and is open all year round, the Assistant Director and Surveyors team are progressing towards a tendering program for the cafe.

Information and assistance: we will continue to ensure that there are staff on site during open hours and that the Park's staff duty phone line is answered when park is open. A 24-hour emergency line to the Guildhall is displayed on park entrance gates. Information is also available via notice boards in the park, social media (X, Facebook, and Instagram) and via the city of London Corporation website.

To support the objective of providing **a welcoming Park**, the following projects are proposed during the life of this Plan:

Action no.	Action	Timescale
5.1	Review of customer relationship management systems, customer pathways and booking systems	Part of the annual work program (Office Team)
5.2	Ensure staff continue to understand the importance of good customer service and the positive image this has on the park, team, and the City of London Corporation	2024 Monthly
5.3	Improve the appearance of staff yard barn through appropriate screening and planting.	Sept-Oct 2024
5.4	Consider methods of inclusive signage and waymarking	Nov-Dec 2024
5.5	Review park furniture and planting outside cafe to create a welcoming entrance	April-May 2024
5.6	Implement the interior refurbishment project to the main toilets	Nov 2024
5.7	Review pitch and putt operations to streamline service for users	Oct-Nov 2024

5.3.2. Objective 6: Safe and secure Park

The Park Vision sets out our objective for the park to be an inclusive and a safe space with freedom for all to play, socialise, relax, and keep active with minimal restrictions.

To support the objective of providing a healthy, safe, and secure Park, the following projects are proposed during the life of this Plan.

Action no.	Action	Timescale
6.1	Review bylaw and park etiquette signage to ensure it presents clear and precise information	Nov-Dec 2024
6.2	Review Risk assessments, SSOW, Policies and Guidance notes for the park	Feb-March 2024
6.3	Actively contribute to the local safer neighborhood meetings	Minimum 6 monthly attendance
6.4	Continue to work closely with the Constabulary team engaging with visitors in relation to behaviors	Part of the annual work program

5.3.3.Objective 7: Well-marketed and promoted Park

We share information about Queen's Park to raise our profile and encourage Park visits. We communicate our work within the City of London and more widely with our local community, stakeholders, regional partners, and national bodies.

We continue to work towards best practice, reviewing our performance in all areas. We are pleased to celebrate the awards we have received in the past.



Green Flag Award

Since 1996, Queen's Park has retained its Green Flag status. It is one of only four parks to have flown the green flag every year since it was introduced. The scheme is the benchmark national standard for parks and green spaces.



Green Heritage

Queen's Park first received Green Heritage Site accreditation in 2015 meeting the required standard in the management and interpretation of the Park's historic importance. This award has been retained ever since.



London in Bloom

Queen's Park has been achieved London in bloom awards since 2015 and in 2023 was awarded Gold in the large parks category.

To support the objective of providing **a well marketed and promoted Park**, the following projects are proposed during the life of this Plan:

Action no.	Action	Timescale
7.1	Increase promotion and content upload of social media tools, working closely with communications team	Ongoing
7.2	Continue to work closely with Queen's Park Area Residents Association and provide park updates for their local newsletter	Monthly
7.3	Continue with weekly checks of notice boards and signs around parks and ensure park staff are aware of changes in communication	Weekly
7.4	Review the online presence and social media usage to enhance visitor experience and improve communication	2024 Development team
7.5	Ensure events programs are communicated efficiently and effectively	ongoing Comms team

5.4. Park Vision theme: Through caring for the park with community involvement we will enhance their education, wellbeing, and health.

The Park Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected.

To help achieve the outcomes expected from this theme, the following objectives have been set:

Objective 8: Park where community involvement is encouraged

Objective 9: healthy and active Park

5.4.4. Objective 8: Park where community involvement is encouraged

The Park receives over one million visits per year, of which over 200,000 also visit the playground. The busiest months are March to October and the busiest gate is the gate by the staff yard on Kingswood Avenue. The most common reasons for visiting are to bring children to play, exercise, relax, or walk the dog. The Park is favored by many visitors due to the dedicated staff presence, with most visitors saying they feel safe in the park. A consultation was had recently taken place and is in the process of finalising a report, the main objective of the consultation was to gain park users opinions to the woodland walk important proposals, but they were also engaged with on the rest of the park.

Queen's Park Area Residents Association

The Park has always encouraged community involvement and in particular works closely with QPARA who were formed in 1973 and have been actively

engaged with park management since. QPARA, the park manager and senior ranger meet at least once per month to discuss park management. QPARA have delivered with support from CoL Queen's Park Day for many years, this is a very popular event within Queen's Park which allows local businesses and groups to showcase their talents and products to the community, this average attendance per year for this event is between 10,000 - 15,000 people.

Schools

The Park is surrounded by ten schools within reasonable walking distance that engage with the park through independent visits using the Park as an outdoor classroom, use of sports facilities, over 10 sports days took place in 2023, bulb planting sessions with Head Gardener, participating in volunteering sessions and as part of work experience placement programs within the farm.

Transition Town and Kensal Rise Fruit Pickers

Transition town have been operating a free to use but on a waiting list basis allotment plot at the rear of the cafe for several years, the plot has been extended in recent years due to the popularity of plots as many residents in the area do not have access to their own garden.

Kensal Rise pickers annually pick the fruit from the apple and pear trees located in the on-site staff accommodation, this ensures that no fruit is unnecessary wasted, and they operate with many volunteers to turn in fruit juice which is available at Queen's Park Day.

To support the objective of providing a healthy, safe, and secure Park, the following projects are proposed during the life of this Plan.

Action no.	Action	Timescale
8.1	Continue to encourage and support events and initiatives run by QPARA	Attendance at park liaison meetings and support at events
8.2	Deliver actions and outcomes in accordance with the learning program	Ongoing as an outcome for COL Learning team
8.3	Continue to grow and expand volunteering opportunities in the park. <ul style="list-style-type: none"> - Minimum of Six bulb planting sessions - Continue to work with Zoo and Farm Manager to increase opportunities with the farm 	Nov 2024 Monthly
8.4	Continue and build on working relationships with local schools to deliver outcomes of the learning program and develop healthy and active lifestyle without sports partners and coaches.	Learning and Local Team

8.5	Continue to encourage under-represented groups to the park through the third parties we work with and by encouraging inclusive events and activities.	Ongoing
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5.4.2.Objective 9: Healthy and active Park

The Park contributes immensely to people's mental and physical health and well-being, providing free access to the outdoors, to pause and observe, play, explore, discover, and learn about the natural world. It is also a destination for outdoor sports and recreation, supporting active, healthy lifestyles.

Whilst the Park currently offers a variety of sport, physical activity and active recreation facilities, the benefits of maintaining a variety of opportunities for physical activity need to be balanced with impacts on the ecology, heritage, and tranquility of the park.

To deliver the objective of a healthy and active Park the following actions for facilities improvements are proposed during the life of this plan:

Action no.	Action	Timescale
9.1	Review current exercise equipment with the park	Oct-Nov 2024
9.2	Continue work with Park Run offering free running sessions on Sundays, discuss if sessions can be increased and promoted further.	Feb-March 2024
9.3	Develop and deliver further walks and talks to encourage participation and wellbeing	Part of the annual work program
9.4	Further development of local team to improve sports facilities with park	Ongoing PDA'S
9.5	Review sports provision in line with the proposed new sports strategy when made available	Waiting release date
9.6	Review padding pool operations and structure to ensure that facility offers safe and engaging play but also aligns with park budgets and resources	Jan-March 2024

6. What do our users think?

Queen's Park in 2023 engaged with the local community and other park visitors in a consultation regarding improvements and resign of the woodland walk. The consultation went further and asked for feedback on other facilities and services within the park.

The consultation is currently being finalised and a report will be made available early 2024.

7. Measuring Success

To deliver and achieve the Vision of the management plan all the actions above are measured under the Green Flag award criteria:

Vision statement 2: The Park is inclusive with provision of facilities to all

Green Flag Award criteria:
Section 1: A welcoming place
Section 2: Healthy, safe, and secure
Section 3: Well maintained and clean

Vision statement 1: The Park has high horticulture, heritage conservation and environmental standards

Green Flag Award criteria:
Section 4: Environmental management
Section 5: Biodiversity, landscape, and heritage

Vision statement 3: Together with community involvement we care for the park.

Green Flag Award criteria:
Section 6: Community Involvement
Section 7: Marketing and communication

8. Related plans and strategies

CoL Corporate Plan 2024-2029
CoL Natural Environment Prospectus
North London Open Spaces Annual Work Plan
CoL Corporate Volunteer Strategy
Queen's Park Conservation Management Plan
CoL Climate Action Strategy
CoL People Strategy (April 2024)
Brent borough plan 2023-27

List of appendices:

Appendix 1: Map of Queen's Park

Appendix 1: Map of Queen's Park



Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park	21/05/2024
Subject: Hampstead Heath Incorporating Hampstead Heath Trust Fund Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Interim Executive Director Environment	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

The Trustee's Annual Report and Financial Statements for the year ended 31 March 2023 for Hampstead Heath Incorporating Hampstead Heath Trust Fund (charity registration number 803392) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the Trustee's Annual Report and Financial Statements for the 2022/23 Financial Year for Hampstead Heath Incorporating Hampstead Heath Trust Fund be noted.

Main Report

1. The Trustee's Annual Report and Financial Statements are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of Finance Committee and the auditors, Crowe U.K LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 17 July 2023.
2. Members may also wish to note that the Trustee's Annual Report and Financial Statements for 2022/23 was previously presented to both Finance Committee and Audit and Risk Management Committee in November 2023. The Annual Report and Financial Statements was approved by Finance Committee as part of its role in being responsible for administering the Trust on behalf of the Trustee. This in line with the arrangements in place for other charities in which the City is trustee.

3. A previous review of the charities for which the City is responsible, (completed in 2010), detailed key reports that should be presented to your Committee. The Trustee's Annual Report and Financial Statements was one of these reports. Information from these statements forms part of the Annual Return to the Charity Commission. Since this undertaking, the City has approved that a further comprehensive review be undertaken across its Natural Environment charities, the outcome of which will be reported to your Committee in due course.
4. The Trustee's Annual Report and Financial Statements were submitted to the Charity Commission within the regulatory deadline of 31 January 2024.

Appendices

- Appendix 1 – Hampstead Heath Incorporating Hampstead Heath Trust Fund Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2023

Clem Harcourt
Chamberlain's Financial Services Division

E: clem.harcourt@cityoflondon.gov.uk

Hampstead Heath

Incorporating:

Hampstead Heath Trust Fund

Annual Report and Financial Statements for
the year ended 31 March 2023

Charity registration numbers 803392 and 803392-
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ORIGINS OF THE CHARITIES

Hampstead Heath is the collective name for Parliament Hill and Golders Hill, a total of 791 acres (320 hectares). The original Hampstead Heath was the former lands owned by the Lord of the Manor acquired under the Hampstead Heath Act, 1871. The Heath falls within two London Boroughs, Camden and Barnet.

The Heath was transferred to the London Residuary Body on 1st April 1986 on the abolition of the Greater London Council and was transferred to the City of London Corporation on 31 March 1989 under provisions of the London Government Reorganisation (Hampstead Heath) Order 1989. This Order covered the transfer of the Heath and the related rights and liabilities, the functions of the Corporation, the financial arrangements, the establishment of the Hampstead Heath Trust Fund for future revenue funding and the Hampstead Heath Works Fund for defraying capital works. It also set up a Hampstead Heath Management Committee for the purposes of advising on and implementing the City of London Corporation's policies and programmes of work and considering any representations from the statutory Consultative Committee. The Consultative Committee was established to make such representations and consists of representatives of local organisations, sporting interests, nature conservation, the disabled and those concerned with the Heath.

By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time, the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund. The purpose of the charity is to provide a proportion of the running costs for the preservation and enhancement of Hampstead Heath as an open space for the recreation and enjoyment of the public.

The City of London Corporation is committed to conserving the Heath and its wildlife and vegetation and provide recreational facilities for the public appropriate to such an important London open space.

The first detailed management plan for Hampstead Heath was produced in 1995. The plan sets out a framework and policies for the management of the Heath, by identifying management objectives, describing how these are to be achieved and defining procedures for monitoring progress against these objectives. A wide range of public consultation has taken place in order to develop a Vision which provides strategic direction for the site for 2018/28.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing documents for Hampstead Heath are the Hampstead Heath Act 1871 and the London Government Reorganisation (Hampstead Heath) Order 1989. The governing documents for the Hampstead Heath Trust Fund are the Hampstead Heath Act 1871, the London Government Reorganisation (Hampstead Heath) Order 1989 and a Declaration of Trust dated 31 March 1989. The charities are constituted as charitable trusts.

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as 'the City Corporation' or 'the City of London Corporation'), a body corporate and politic, is the trustee of Hampstead Heath and Hampstead Heath Trust Fund. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Members, and where relevant, external appointees. External appointments are made after due advertisement and rigorous selection to fill gaps in skills. Elected Aldermen and members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee, together with six non City of London Corporation members, one after consultation with the London Borough of Barnet, one after consultation with the London Borough of Camden, one after consultation with the owners of the Kenwood lands and three after consultation with bodies representing local, archaeological, environmental or sporting interests governing Hampstead Heath by the Court of Common Council of the City of London Corporation. The Finance Committee of the City of London Corporation administers the Hampstead Heath Trust Fund on behalf of the Trustee.

Members of the Court of Common Council are unpaid for support provided to the Charity and are elected by the electorate of the City of London. The Key Committees which had responsibility for directly managing matters related to the charities during 2022/23 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.

- **Financial Investment Board** - oversees all aspects of the non-property investment arrangements of the City of London's major funds and monitors the Chamberlain's Treasury Management operations.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee** – responsible for the activities undertaken at Hampstead Heath, Highgate Wood and Queen's Park, approving budget allocations for the forthcoming year and acting as Trustee of the charity.
- **Hampstead Heath Consultative Committee** – provides forum for local residents and users of the Heath to comment upon the management of the Heath.
- **Corporate Services Committee** – responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held at the Trustee's discretion in public (except where it is not considered in the charity's best interests to do so), supporting a decision-making process which is clear, transparent and publicly accountable.

The charities are consolidated within City's Cash as the City of London Corporation exercises operational control over their activities. City's Cash is a fund of the City Corporation that can be traced back to the 15th century and has been built up from a combination of properties, land, bequests and transfers under statute since that time. Investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Cash to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London;
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

The trustee believes that good governance is fundamental to the success of the charity. An initial review of governance was undertaken to ensure that the charity is effective in fulfilling its objectives, and more detailed work is to take place in 2023/24 to scope a review of all the City of London Corporation's Natural Environment charities. Reference is being made to the good practices recommended within the Charity Governance Code, with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charities are administered in accordance with their governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 42.

Each Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City of Corporation's agreed corporate governance framework as noted above, backed up by its standards regime.

As part of the City of London Corporation's restructure, the Open Spaces Department has merged with Planning & Transportation and Port Health & Environmental Services to form a new Environment Department, and Hampstead Heath became part of the Environment Department from 1 April 2022.

INDUCTION AND TRAINING OF MEMBERS

The City Corporation makes available to its Members, seminars and briefings on various aspects of its activities, including those concerning the charity, to enable Members to carry out their duties efficiently and effectively. Induction meetings are provided on specific aspects of the work of Hampstead Heath. If suitable seminars or other training options are identified that are relevant to the charity, Members are advised of these opportunities.

OBJECTIVES AND ACTIVITIES

Hampstead Heath (charity 1)

The objective of the charity is the preservation and maintenance of Hampstead Heath in perpetuity, as an open space for the recreation and enjoyment of the public.

In support of these objectives the Hampstead Heath Management Strategy sets out the themes which are underpinned by the Heath Vision; developed in collaboration with stakeholders. The themes are:

- We protect and conserve the Heath;
- The Heath enriches our lives;
- The Heath is inclusive and welcoming;
- Together we care for the Heath.

By means of these outcomes the management of the Heath can be focussed to ensure that the elements vital to the maintenance, care and management of the open space are delivering the objectives of the charity.

Hampstead Heath Trust Fund (charity 2)

By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund, the purpose of which is the preservation and enhancement of Hampstead Heath as an open space for recreation and enjoyment of the general public.

Contributions towards the running cost of the Heath are assessed on a triennial basis and increased annually in accordance with the average earnings index. The aim for the Trust Fund is to meet a proportion of the maintenance cost of the Heath. In doing so, it is anticipated that the resulting upkeep and improvements will enhance the use made of the Heath by all of those who visit it.

Investment Policy

The investments are held within both the Hampstead Heath Trust segregated portfolio and the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number: 1021138). The investment policy is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool (which include an analysis of investment performance against objectives set) are available from the Chamberlain of London & Chief Financial Officer, at the email address stated on page 42.

Volunteers

Hampstead Heath is particularly successful in providing volunteer opportunities. Working in partnership with a dedicated charity, Heath Hands, Hampstead Heath has in excess of 17,346 hours of volunteer input for 2022/23.

Remuneration Policy

The charity's senior staff are employees of the City Corporation and, alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 9 to the financial statements.

The charity is committed to equal opportunities for all employees. An Equality and Inclusion Board has been established to actively promote equality, diversity and inclusion in service delivery and employment practices. The Board is responsible for monitoring the delivery of the Equality and Inclusion Action Plan and progress against the Equality Objectives. This also includes addressing the City Corporation's gender, ethnicity and disability pay gaps.

The Equality, diversity, and Inclusion (EDI) sub-committee is currently overseeing the update of our four-yearly Equality Objectives in accordance with the Equality Act 2010. The draft objectives went to Policy and Resources and Corporate Services Committees in April 2023. Following agreement, a period of 12 weeks consultation with stakeholders has been undertaken and analysis of consultation responses and amendments are due to be made in August. Amendments will then go to September's EDI Sub-Committee and Policy and Resources and Corporate Services Committees and then to Court of Common Council for approval in October 2023.

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an

individual salary range within the relevant grade, which incorporates market factors as well as corporate importance.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as “soliciting or otherwise procuring money or other property for charitable purposes”. Donations are presented in the financial statements as “voluntary income” including grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

There is a donations page on the Hampstead Heath webpage, inviting and enabling the public to make on-line donations to either Hampstead Heath Bird and Mammal Shelters campaign or Hampstead Heath Model Boating Pond Island – Wildlife Sanctuary campaign.

The charity has received no complaints in relation to fundraising activities in 2022/23 (2021/22: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission’s general guidance on public benefit when reviewing Hampstead Heath and the Hampstead Heath Trust Fund’s aims and objectives and in planning future activities. The purpose of charity 1 is the preservation in perpetuity of Hampstead Heath as an open space for the recreation and enjoyment of the public; the purpose of charity 2 is to provide a proportion of the running costs for the preservation and enhancement of Hampstead Heath as an open space for the recreation and enjoyment of the public.

Consequently, the Trustee considers that Hampstead Heath and Hampstead Heath Trust Fund operate to benefit the general public and satisfy the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 42.

ACHIEVEMENTS AND PERFORMANCE

Hampstead Heath's 2022/23 aims together with their outcomes were:

Hampstead Heath Bathing Ponds Capital Project – Gateway 3/4 and tender process has been completed. Preferred contractor has been appointed and works to start during 2023/24.

Parliament Hill Athletics Track Capital Project – Gateway 3/4 has been completed and framework contractor has been engaged. External Project Manager appointed, and a Project Board have been established. Works to be completed during 2023/24.

Golders Hill Park Accessible Car Park – Works to improve waymarking has been completed. Additional infrastructure will be installed in 2023/24 to enable the car park to open at weekends.

Parliament Hill Master Plan – A draft plan has been produced and presented to key stallholders. A revised plan will be progressed during 2023/24.

Golders Hill Park Zoo – A consultant has been appointed and a rebranding marketing exercise has been undertaken and launched during 2023/24.

Ultra Low Emissions Zone (ULEZ) - Continued implementation and delivery of the vehicle replacement programme to minimise the impact upon the environment and meet ULEZ requirements. Three new vehicles are being procured during 2023/24.

A Sustainable Fleet and Plant Management Plan - Undertake a review of plant and equipment has not been completed and is reprogrammed for 2023/24.

Playground Improvements – Heath Extension playground has been completed and opened in October 2023 by the Chairman, Mayor of Barnet and local stakeholders.

Licencing – Soft launch of Professional Dog Walking Licence Scheme has been completed.

Budget management – Deliver a balanced budget, and achieve financial savings as required through a combination of reducing expenditure and appropriate income generation activities.

Corporate Restructure - Target Operating Model Phase Two was launched on 25 January 2023. Internal Consultation is ongoing, and the new structure will be implemented during 2023/24.

Hampstead Heath Trust Fund's 2022/23 aims together with their outcomes:

The aim for the Hampstead Heath Trust Fund is to meet a proportion of the maintenance cost of the Heath. In doing so, it is anticipated that the resulting upkeep and improvements will enhance the use made of the Heath by all of those who visit it. In 2022/23, the Trust has contributed £1,375,547 towards the preservation and enhancement of Hampstead Heath as an open space for recreation and enjoyment of the general public (2021/22: £1,482,422).

PLANS FOR FUTURE PERIODS

Hampstead Heath

There is continued uncertainty around the effects of the war in Ukraine and increasing levels of inflation and other global economic pressures which may have a continued impact in relation to income generation and project delivery over the coming 12 months.

Key projects for 2023/24 include:

- Café retendering for all the cafes;
- Hampstead Heath Bathing Ponds Capital Project;
- Parliament Hill Athletics Track Capital Project;
- Parliament Hill Master Plan;
- Golders Hill Park Zoo.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 22.

The Trustee is monitoring the current economic situation and will continue with its purpose to preserve and maintain Hampstead Heath, as an Open Space for the recreation and enjoyment of the public.

Hampstead Heath Trust Fund

The charity continues to be affected by the global economic downturn as a result of the global pandemic of Coronavirus as well as the war in Ukraine. 2022/23 has seen a decrease in the market value of the investments held by the charity, whilst there has also been a reduction in investment income compared to 2021/22. 2022/23 was one of the most challenging years for global financial markets since the 2008 financial crisis and was impacted by increases in inflation and commodity prices, changing interest rate expectations and the continued war in Ukraine. The current economic environment continues to affect the income generation of the charity's investments and may impact upon the future level of distributable income available to meet the grant-making objectives of the charity.

The Trustee is monitoring the situation and will continue with its operating model of only committing grants from available income funds. Where deemed necessary, future grant programmes may be placed on hold until adequate investment income has been received.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 22.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2022/23, the charity's total income for the year was £9,446,997 an overall decrease of £441,666 against the previous year (£9,888,663). The principal source of income was from City of London Corporation's City's Cash fund (see below).

Income from Charitable Activities comprised £2,682,386 from fees charged (2021/22: £2,179,284), £228,628 from rents (2021/22: £279,830) and £52,255 from sales of goods, products and materials (2021/22: £2,110). This was in addition to £46,845 being received in restricted grant income (2021/22: £nil). A busy 2022 summer, in part due to good weather, caused a general increase in the use of facilities. The decrease in rent income was due to a number of backdated rent invoices having been issued in the previous financial year.

£32,160 in donations were received to support improvements to the playground (2021/22: £822). These donations were fully utilised during the year to support the playground improvements project. Donations of £3,751 were also received from the public at the ponds and paddling pool (2021/22: £3,901). Donations can also be made on the Hampstead Heath webpage, to either Hampstead Heath Bird and Mammal Shelters campaign or Hampstead Heath Model Boating Pond Island – Wildlife Sanctuary campaign. In total, £6,993 was received during the year (2021/22: £7,352). An amount was held of £18,096 (2021/22: £7,352) as at 31 March 2023 in a restricted fund for 'Campaign Donations'.

Investment income of £1,543,905 (2021/22: £2,025,319) was received during the year via the Hampstead Heath Trust Fund.

Other income of £nil was received in relation to Coronavirus Job Retention Scheme (2021/22: £34,836). There are no unfulfilled conditions or other contingencies relating to this grant income and no other forms of government assistance have been received in the year.

An amount of £4,841,585 (2021/22: £5,356,031) was received from the City of London Corporation's City's Cash as a contribution towards the running costs of the charity.

Expenditure

Total expenditure for the year was £9,531,552 (2021/22: £9,312,262) with charitable activities expenditure in the year totalling £9,363,193 (2021/22: £9,119,376). The increase in expenditure can be explained by additional equipment and materials purchases as well as an increase in support costs incurred by the charity. Expenditure on raising funds for the year was £168,359 (2021/22: £192,886).

Funds held

The charity's total funds held increased by £500,990 to £55,241,887 as at 31 March 2023 (2021/22: £54,740,897). The net gain on investments represents the difference

in the market value of investments between 1 April 2022 and 31 March 2023 after taking account of any purchases and sales which were made during 2022/23.

Within the total funds held, £34,973,312 (2021/22: £34,551,690) represent permanent and expendable endowment funds.

The permanent endowment is held in perpetuity as a capital fund to generate income for the activities of the charity, with income arising from this capital being available to contribute to the running costs of the Heath.

The expendable endowment funds are used for the primary objectives of the charity.

Should net income from the endowment funds be greater than the required contribution towards the running costs of the Heath, then the surplus is retained within unrestricted funds held for use in future years in accordance with the objectives of the charity. A surplus of £168,358 was generated in the year (2021/22: £350,011).

Unrestricted income funds (General funds) – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include both income generated by assets representing unrestricted funds. Specifically, this represents any surplus of income of £570,707 (2021/22: £761,509) over expenditure of the Trust distributed annually towards the running costs of the Heath, as well as surplus unrestricted donation income of £3,819 received in 2022/23 (2021/22: £1,735).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "un-designate" these funds at any time. Designations as at 31 March 2023 totalled £19,466,773 (2021/22: £19,610,999). These represent designated funds within the unrestricted income fund which represents the Capital fund and the net book value of fixed assets held.

Restricted funds of £67,174 (2021/22: £9,585) was held at year-end for the Parliament Hill Outdoor Gym project and from campaign donations as well as unspent grant monies received to fund the installation of non-turf pitches at Hampstead Heath.

Details of all funds held, including their purposes, is set out within note 16 to the financial statements.

Investments performance

The investments are held within both a segregated portfolio primarily invested in UK shares and the City of London Corporation Charities Pool. The performance of these investments are analysed as follows:

1) Segregated portfolio

The funds of the charity are managed by Artemis Investment Management LLP. Market values and performance against benchmarks for the year was as follows:

	Market Value		Returns		Benchmark	
	2022/23 £	2021/22 £	2022/23 %	2021/22 %	2022/23 %	2021/22 %
Hampstead Heath Trust	34,701,620	34,102,514	+2.18%	+11.10%	+2.92%	+13.03%
City of London Charities Pool (part of)	769,265	782,825	+2.22%	+11.06%	+2.92%	+13.03%
	35,470,885	34,885,339				

2) Hampstead Heath Trust Fund

As at 31 March 2023, the investments held in the Hampstead Heath Trust Fund achieved a return of +2.18% (2021/22: +11.10%) compared to the FTSE All Share Index return of +2.92% (2021/22: +13.03%) Over three years this fund achieved a return of +14.03% (2021/22: +7.41%) compared to the FTSE All Share Index return of +13.81% (2021/22: +5.31%). Over five years, the fund achieved a return of +5.71% (2021/22: +6.25%) compared to the FTSE All Share Index return of +5.04% (2021/22: +4.69%).

Fund	2022/23		2021/22	
	3 years	5 years	3 years	5 years
Fund	+14.03%	+5.71%	+7.41%	+6.25%
FTSE All Share	+13.81%	+5.04%	+5.31%	+4.69%
Fund outperformance	+0.22%	+0.67%	+2.10%	+1.56%

3) City of London Corporation Charities Pool

As at 31 March 2023, the investments held in the Charities Pool achieved a return of +2.22% (2021/22: +11.06%) compared to the FTSE All Share Index return of +2.92% (2021/22: +13.03%). Over three years this fund achieved a return of +14.06% (2021/22: +7.35%) compared to the FTSE All Share Index return of +13.81% (2021/22: +5.31%). Over five years, the fund achieved a return of +5.64% (2021/22: +6.16%) compared to the FTSE All Share Index of +5.04% (2021/22: +4.69%). With effect from 22 July 2022, the Charities Pool transferred its investments from the Artemis Income Fund to the Artemis Income (Exclusions) Fund, which is an unconstrained, multigap strategy that aims to generate a rising income stream combined with long-term capital growth. The fund invests in UK equities and can also hold international equities and bonds. Shares in companies that derive more than 20% of their revenues from tobacco, gambling, weapons and fossil fuels are excluded.

Fund	2022/23		2021/22	
	3 years	5 years	3 years	5 years
Fund	+14.06%	+5.64%	+7.35%	+6.16%
FTSE All Share	+13.81%	+5.04%	+5.31%	+4.69%
Fund outperformance	+0.25%	+0.60%	+2.04%	+1.47%

Reserves

The charity is supported by the City of London Corporation out of its City's Cash Funds. The contribution towards the running costs of Hampstead Heath is

determined in accordance with a formula set out in the governing document. Reserves therefore represent the accumulated net income that cannot be distributed under the existing governance arrangements. Due to the governance arrangements in place, a reserves policy is considered by the trustee to be inappropriate.

Donations are now being sought and that these may be carried forward but there is currently no intention to hold them as a minimum amount owing to the deficit funded status of the Charity.

Spending Policy

The reserves policy of the charity is that the original endowment of £15 million (now worth £35.1 million) should produce income to cover a proportion of the running costs of Hampstead Heath. The contribution for 2022/23 of £1,375,547 (2021/22: £1,482,422) consists of £1,348,896 from the permanent endowment (2021/22: £1,450,000), and income arising from the former T.J. Barratt Trust, which was transferred to the Hampstead Heath Trust Fund in November 2011, of £26,651 (2021/22: £32,422).

Should the actual income earned in any specific year, added to the surpluses from previous years, be less than the contribution based on the funds from the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Trust Fund. This is within the terms of the Transfer Order for the original endowment. The contribution of £1,375,547 for 2022/23 from the permanent endowment was met entirely from net income and no further allocation from the permanent endowment reserves was required.

Principal Risks and Uncertainties

The charities are committed to a programme of risk management as an element of its strategy to preserve the charities assets. In order to embed sound practice the senior leadership team ensures that risk management policies are applied, that there is an on-going review of activity and that appropriate advice and support is provided. A key risk register has been prepared for the charities, which has been reviewed by the Trustee. This identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

The principal risks faced by the charities, and actions taken to manage them are as follows:

Risks which are specific to Hampstead Heath:

Risk	Actions to manage risks
Outbreak of fire in woodland/heathland	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff. Review Emergency Action Plan. Review carried out annually or following incident if appropriate.

Maintenance of buildings and equipment	Cyclical review of assets carried out. Regular client liaison meetings to discuss issues and raise concerns about Building Repairs and Maintenance Projects. City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.
Climate and Weather	Alerts issued to staff via Met Office. Review process 6 monthly or following an extreme weather event. Site plans are reviewed annually or following an incident, if appropriate. Reviews usually conducted in September and agreed later in the year. Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.
Recruitment and retention of staff	Delivery of the Target Operating Model (TOM).
Delivery of capital projects	Liaise with internal departments to secure funding for capital projects.
Budget Reduction and income loss	Monitor budgets monthly and consider income generation opportunities.
Long term damage to site	Ongoing actions to mitigate this risk.
Ensuring the Health and Safety of staff, contractors, visitors and volunteers	Annual Health & Safety site Audits with peer review. Hold local Health & Safety meetings. Staff updated in toolbox / team talks. Manage the ponds and lido to reduce the likelihood of unauthorised access and drowning.
Hampstead Heath Water bodies including Bathing Ponds	Training for lifeguards. Safety equipment accessible at ponds; regular checks are undertaken and defects reported for repair or replacement. Appropriate signage at ponds is regularly checked and defects reported for repair or replacement.
Maintenance of water bodies	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.
Tree failure	Continue to comply with established tree management systems. Continue to enforce Extreme Weather Protocol and site closures as appropriate. Annual tree management audit carried out by external consultant. Review Divisional Tree Safety Policy Liaise with local authorities regarding possibility of road closures during severe storms.
Plant and Tree Disease	Tree provenance is considered, and planting stock is sourced in accordance with best practice guidance. Trained arboricultural contractors carry out spraying and nest removal of Oak Processionary Moth.
Local planning issues	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with

	<p>neighbouring local authorities in regard to planning issues which may impact Hampstead Heath. Respond to consultation on the local plans to help influence the content of the documents. The North London division monitors planning activity in order to ensure it does not impact the open spaces.</p>
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Risks which are specific to Hampstead Heath Trust Fund:

Risk	Actions to manage risks
Decline in income	<ul style="list-style-type: none"> • Implementing strict controls. • The charity's funds are invested by a professional fund manager. • The Financial Investment Board regularly monitors the performance of this fund manager.
Where the Trustee has a conflict of interest	<ul style="list-style-type: none"> • Those concerned having a specific understanding of trust law. • Adopting the protocol for disclosing any potential conflict
Losing directly employed staff and/or the support staff	<ul style="list-style-type: none"> • Documenting systems, plans and projects. • Having any necessary training programmes.

TRUSTEE'S RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charities will continue in business.

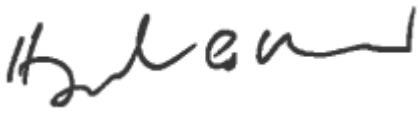
The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charities transactions and disclose with reasonable accuracy at any time the financial position of the charities and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.



Henry Nicholas Almroth Colthurst, Deputy
Chairman of Finance Committee of
The City of London Corporation
Guildhall, London



Randall Keith Anderson, Deputy
Deputy Chairman of Finance
Committee of The City of London
Corporation, Guildhall, London

Guildhall, London
30th January 2024

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH

Opinion

We have audited the financial statements of Hampstead Heath, incorporating Hampstead Heath Trust, ('the Charity) for the year ended 31 March 2023 which comprise the Statement of Financial Activities, Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2023 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustee with respect to going concern are described in the relevant sections of this report.

Other information

The Trustee are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee's report; or
- sufficient and proper accounting records have not been kept by the Charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's responsibilities statement set out on page 15 and 16, the Trustee are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustee either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011, and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the Charity for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustee and other management and inspection of regulatory and legal correspondence, if any.

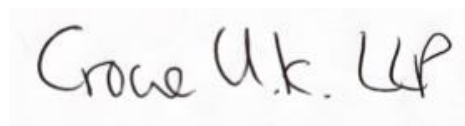
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of

irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in blue ink that reads "Crowe U.K. LLP". The signature is written in a cursive, slightly slanted style.

Crowe U.K. LLP
Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

31 January 2024

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2022/23 Total Funds £	2021/22 Total Funds £
Income and endowments from:						
Voluntary activities	2	8,489	42,904	-	51,393	11,253
Charitable activities	3	2,963,269	46,845	-	3,010,114	2,461,224
Grant from City of London Corporation	4	4,841,585	-	-	4,841,585	5,356,031
Investments	5	1,543,905	-	-	1,543,905	2,025,319
Other income	6	-	-	-	-	34,836
Total income and endowments		9,357,248	89,749	-	9,446,997	9,888,663
Expenditure on:						
Raising funds	7	4,436	-	163,923	168,359	192,886
Charitable activities:						
Preservation of Hampstead Heath	7	9,331,033	32,160	-	9,363,193	9,119,376
Total expenditure		9,335,469	32,160	163,923	9,531,552	9,312,262
Net gains on investments	12	-	-	585,545	585,545	1,627,679
Net income		21,779	57,589	421,622	500,990	2,204,080
Net movement in funds		21,779	57,589	421,622	500,990	2,204,080
Reconciliation of funds:						
Total funds brought forward	16	20,179,622	9,585	34,551,690	54,740,897	52,536,817
Total funds carried forward	16	20,201,401	67,174	34,973,312	55,241,887	54,740,897

All of the above results are derived from continuing activities.

There were no other recognised gains and losses other than those shown above.

The notes on pages 22 to 41 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023 Total £	2022 Total £
Fixed assets:			
Tangible assets	11	19,463,442	19,607,668
Fixed asset investments	12	34,188,534	34,547,175
Total fixed assets		53,651,976	54,154,843
Current assets			
Debtors	13	1,926,283	538,603
Investments	12	1,105,042	160,856
Cash at bank and in hand		883,927	747,505
Total current assets		3,915,252	1,446,964
Creditors: Amounts falling due within one year	14	(2,325,341)	(860,910)
Net current assets		1,589,911	586,054
Total assets less current liabilities		55,241,887	54,740,897
The funds of the charity:			
Endowment funds	16	34,973,312	34,551,690
Restricted income funds	16	67,174	9,585
Unrestricted income funds	16	20,201,401	20,179,622
Total funds		55,241,887	54,740,897

The notes on pages 22 to 41 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty
Chamberlain of London and Chief Financial Officer
30th January 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements of the charities.

(a) Basis of preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention as modified by the value of investments which are held at fair value and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. Funding is provided from the City of London Corporation's City's Cash. On an annual basis, a medium-term financial forecast is prepared for City's Cash, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these accounts being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the potential ongoing impact of the Covid-19 pandemic and current high inflationary pressures on the financial position, including future income levels and planned expenditure and the liquidity of the charity over the next 12-month period. For this reason, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

In preparing the financial statements, management has made the following key judgements: useful economic life of fixed assets and the recovery of debts.

As one of the key judgements, the Trustee will include fixed investments and their market valuations as key accounting estimates in their consideration of the operating of the charities. The Trustee will be aware that the market valuations included in the financial statements are taken at one single point in time and that the movements on general UK and global stock markets, and the likely impact of them upon the running costs of the Hampstead Heath, will affect their decision making.

(d) Statement of Cash Flows

As per section 14.1 of the Charities SORP (the exemption in FRS102 (paragraph 1.12b)) the Charity is not required to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2023 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charities are legally entitled to the income; it is more likely than not that economic benefit associated with the transaction will come to the charity and the amount can be quantified with reasonable certainty. Income consists of donations, charges for use of facilities, contributions, grants (including government grants), investment income, interest, sales and rental income.

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides funding for certain capital works. This income is considered due each year end once the deficit on running expenses and capital works funding has been confirmed, and is recognised in the SOFA at this point.

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management of functions inherent in the activities undertaken. These include the costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. The basis of the cost allocation is set out in note 8.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid. Costs incurred for the administration of the charity are recharged by the Corporation and these costs are included within support costs.

(g) Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are valued at the year-end rate exchange. All gains or losses on translation are taken to Statement of Financial Activities in the year in which they occur.

(h) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £142.6m as at 31 March 2023 (£832.7m as at 31 March 2022). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set the contribution rates for the period 01 April 2023 to 31 March 2026 at 21.0%.

(i) Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

(j) Fixed Assets

Heritage Land and Associated Buildings

Hampstead Heath comprises 275 hectares (680 acres) of land located in the London Boroughs of Camden and Barnet, together with associated buildings. The object of the charity is the preservation of the Heath at Hampstead in perpetuity as an open space for the recreation and enjoyment of the public. Hampstead Heath is considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

Land and the original associated buildings acquired prior to 1 April 2009 are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these financial statements as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings and other assets would be included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. Heritage assets are reviewed annually for indicators of impairment and adjusted accordingly if required.

Tangible fixed assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is charged in the year of acquisition, on a straight-line basis, in order to write off each asset over its estimated useful life as follows. Land is not depreciated.

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Equipment	5 to 25
Infrastructure	up to 20*

With the exception of certain ponds infrastructure whose useful life has been determined at 120 years. The Hampstead Heath Ponds Project major Civil Engineering earthworks/structures (such as the foundations, sheet piling and earth bunds) fall into design working Life category 5 which is set out in the BS EN 1990:2002+A1:2005, Eurocode — Basis of structural design, with Indicative design working Life being 120 years. A review is carried out on infrastructure assets on an annual basis for indicators of impairment.

(k) Investments

The major part of the investments are in a segregated mandate externally managed by Artemis Investment Management LLP. Hampstead Heath Trust Fund also holds investments in the City of London Charities Pool (charity number 1021138) which is an investment mechanism operating in a similar way to a unit trust. This enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued at bid-price. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities.

(l) Stocks

Stocks are valued at the lower of cost or net realisable value. All stocks are finished goods and are held for resale as part of the charity operation.

(m) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short term deposits and other instruments held as part of the Corporation’s treasury management activities with original maturities of three months or less.

(n) Funds structure

Income, expenditure and gains/losses are allocated to particular funds according to their purpose:

Permanent endowment fund – this fund consists of funds which are held in perpetuity for the benefit of the charity as a result of conditions imposed by the original donors and trusts. Income generated from the investments which represent these funds can be spent on the charitable purpose of the charity, hence is allocated to the unrestricted income fund. Gains/losses on the underlying assets remain as part of the endowment.

Expendable endowment fund – the purpose of this fund is to provide income for the benefit of the charity as a result of conditions imposed by the original donors and trusts.

Restricted funds – these include income that is subject to specific restrictions imposed by donors, with related expenditure deducted when incurred.

Unrestricted income funds – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include both income generated by assets representing unrestricted funds. Specifically, this represents any surplus of income over expenditure of the Trust distributed annually towards the running costs of the Heath as well as surplus unrestricted donation income.

Designated funds – these are funds set aside by the Trustee out of unrestricted funds for a specific purpose.

(o) Insurance

The charity, elected Members and staff supporting the charity’s administration are covered by the City Corporation’s insurance liability policies, and otherwise under the indemnity the City Corporation provides to Members and staff, funded from City’s Cash.

2. INCOME FROM VOLUNTARY ACTIVITIES

Charity 1 - Hampstead Heath

	Unrestricted funds	Restricted funds	Total funds 2022/23	Total funds 2021/22
	£	£	£	£
Donations and legacies	8,489	42,904	51,393	11,253

3. INCOME FROM CHARITABLE ACTIVITIES

Charity 1 - Hampstead Heath	Unrestricted funds 2022/23 £	Restricted funds 2022/23 £	Total 2022/23 £	Total funds 2021/22 £
Charges for use of facilities	2,682,386	-	2,682,386	2,179,284
Sales	52,255	-	52,255	2,110
Rental income	228,628	-	228,628	279,830
Grant income	-	46,845	46,845	-
Total	2,963,269	46,845	3,010,114	2,461,224

4. INCOME FROM THE CITY OF LONDON CORPORATION

Charity 1 - Hampstead Heath	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Revenue and capital grants from City of London Corporation	4,841,585	5,356,031

5. INCOME FROM INVESTMENTS

Charity 2 - Hampstead Heath Trust Fund	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Investment income	1,543,942	2,024,417
Interest	(37)	902
Total	1,543,905	2,025,319

6. OTHER INCOME

Charity 1 - Hampstead Heath	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Other income	-	34,836

Income for the year included:

Donations – being amount received from the public at the ponds and paddling pool as well as donations received for the playground improvements campaign. From March 2021 a donations page has been created on the Hampstead Heath webpage, inviting and enabling the public to make on-line donations to either Hampstead Heath Bird and Mammal Shelters campaign or Hampstead Heath Model Boating Pond Island – Wildlife Sanctuary campaign. This is in addition to unrestricted donations received by the charity.

Charitable activities – being amounts generated from the sales of leaflets, books, maps cards and other publications relating to Hampstead Heath; charges made to the public for the use of facilities, admissions and services and from rental income. This is in addition to a restricted grant received from the England and Wales Cricket Board to fund the installation of non-turf pitches at Hampstead Heath.

Grants from the City of London Corporation – being the amount received from the City of London Corporation’s City’s Cash to meet the deficit on running expenses of the charity, alongside funding for capital purchases.

Investment income – being the amount received from the Charities Pool and interest receivable on cash balances held on behalf of the Trust.

Other income - included in Other Income on the Statement of Financial Activities is Coronavirus Job Retention Scheme income received during 2021/22. There are no unfulfilled conditions or other contingencies relating to this grant income and no other forms of government assistance have been received in the year.

7. EXPENDITURE

Expenditure on raising funds

Charity 2 – Hampstead Heath Trust Fund

	Endowment funds	Unrestricted funds	Total funds	Direct costs	Support costs	Total
	Direct costs	Support costs	2022/23	costs	costs	2021/22
	£	£	£	£	£	£
Investment management fees	163,923	6,002	169,925	185,922	6,224	192,146
Interest payable	-	(1,566)	(1,566)	-	740	740
Total	163,923	4,436	168,359	185,922	6,964	192,886

In line with the Statement of Recommended Practice (SORP) for charities, investment management fees incurred by the Hampstead Heath Trust Fund are charged to the charity’s endowment fund with any of the support costs met by the charity’s unrestricted fund.

Expenditure on charitable activities

Charity 1 – Hampstead Heath

	Unrestricted funds	Restricted funds	Unrestricted funds	Total	Direct costs	Support costs	Total
	Direct costs	Support costs	Support costs	2022/23	costs	costs	2021/22
	£	£	£	£	£	£	£
Preservation of Hampstead Heath	6,138,381	32,160	1,817,105	7,987,646	6,326,423	1,310,531	7,636,954
Total	6,138,381	32,160	1,817,105	7,987,646	6,326,423	1,310,531	7,636,954

Charity 2 – Hampstead Heath Trust Fund

	Unrestricted funds	Restricted funds	Unrestricted funds	Total	Direct costs	Support costs	Total
	Direct costs	Support costs	Support costs	2022/23	costs	costs	2021/22
	£	£	£	£	£	£	£
Preservation of Hampstead Heath	1,375,547	-	-	1,375,547	1,482,422	-	1,482,422
Total	1,375,547	-	-	1,375,547	1,482,422	-	1,482,422

Charities 1 & 2 - total

	Unrestricted funds	Restricted funds	Unrestricted funds	Total	Direct costs	Support costs	Total
	Direct costs		Support costs	2022/23			2021/22
	£	£	£	£	£	£	£
Preservation of Hampstead Heath	7,513,928	32,160	1,817,105	9,363,193	7,808,845	1,310,531	9,119,376
Total	7,513,928	32,160	1,817,105	9,363,193	7,808,845	1,310,531	9,119,376

Charitable activities

Expenditure on the charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of Hampstead Heath.

Auditor's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Cash Fund and all of the different charities of which it is Trustee. In 2022/23 an audit fee of £8,500 was recharged (2021/22: £5,000). No other services were provided to the charity by its auditors during the year (2021/22: £nil).

8. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the Charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

Charity 1 – Hampstead Heath

	Charitable activities	Governance	2022/23	2021/22
	£	£	£	£
Department:				
Chamberlain	201,589	-	201,589	192,066
Comptroller & City Solicitor	39,017	-	39,017	41,914
Town Clerk	-	192,443	192,443	132,607
City Surveyor	316,311	-	316,311	293,103
Natural Environment directorate	748,033	-	748,033	301,461
Other governance & support costs	97,391	8,500	105,891	98,937
Digital Services	213,821	-	213,821	250,443
Sub-total	1,616,162	200,943	1,817,105	1,310,531
Reallocation of governance costs	200,943	(200,943)	-	-
Total	1,817,105	-	1,817,105	1,310,531

Charity 2 – Hampstead Heath Trust Fund

	Raising funds £	Governance £	2022/23 £	2021/22 £
Chamberlain	4,436	-	4,436	6,964
Total	4,436	-	4,436	6,964

Charities 1 & 2 – total

Department:	Raising funds £	Charitable activities £	Governance £	2022/23 £	2021/22 £
Chamberlain	4,436	201,589	-	206,025	199,030
Comptroller & City Solicitor	-	39,017	-	39,017	41,914
Town Clerk	-	-	192,443	192,443	132,607
City Surveyor	-	316,311	-	316,311	293,103
Natural Environment directorate	-	748,033	-	748,033	301,461
Other governance & support costs	-	97,391	8,500	105,891	98,937
Digital Services	-	213,821	-	213,821	250,443
Sub-total	4,436	1,616,162	200,943	1,821,541	1,317,495
Reallocation of governance costs	-	200,943	(200,943)	-	-
Total	4,436	1,817,105	-	1,821,541	1,317,495

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

9. DETAILS OF STAFF COSTS

Charity 1 – Hampstead Heath

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 83 (2021/22: 100).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows:

	2022/23 £	2021/22 £
Salaries and wages	3,965,909	4,101,764
National Insurance costs	405,105	395,949
Employer's pension contributions	639,484	684,607
Total emoluments of employees	5,010,498	5,182,320

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance contribution) for the year were over £60,000 was 1.0 (2021/22: 1.0).

	2022/23	2021/22
£60,000 - £69,999	1.0	1.0
Total	1.0	1.0

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces funded by the City of London Corporation. A proportion of the Directors' employment benefits are allocated to this charity.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The amount of employee benefits received by key management personnel totalled £121,711 (2021/22: £56,121). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2022/23 (2021/22: £nil).

10. HERITAGE ASSETS

Charity 1 – Hampstead Heath

Since 1880 the primary purpose of the charity has been the preservation of Hampstead Heath for the recreation and enjoyment of the public. As set out in Note 1(j), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of Hampstead Heath are contained in the Hampstead Heath Management Plan. Records of heritage assets owned and maintained by Hampstead Heath can be obtained from the Executive Director Environment at the principal address as stated on page 42.

11. TANGIBLE FIXED ASSETS

Charity 1 – Hampstead Heath

	Buildings £	Infrastructure £	Equipment £	Total £
Cost				
At 1 April 2022	1,257,724	20,052,697	272,479	21,582,900
Additions	-	61,970	-	61,970
At 31 March 2023	1,257,724	20,114,667	272,479	21,644,870
Depreciation				
At 1 April 2022	211,947	1,552,613	210,672	1,975,232
Charge for the year	31,641	168,344	6,211	206,196
At 31 March 2023	243,588	1,720,957	216,883	2,181,428
Net book value				
At 31 March 2023	1,014,136	18,393,710	55,596	19,463,442
At 31 March 2022	1,045,777	18,500,084	61,807	19,607,668

12. FIXED ASSET INVESTMENTS

Charity 2 – Hampstead Heath Trust Fund

The investments are held within both the Hampstead Heath Trust segregated portfolio and the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number: 1021138). The Charities Pool is a UK registered unit trust.

The value of investments held by the charity are as follows:

	Total 2023 £	Total 2022 £
Long Term Fixed Investments		
Market value 1 April	34,547,175	32,841,486
Additions	11,470,392	8,338,780
Disposals	(12,414,578)	(8,260,770)
Gain for the year	585,545	1,627,679
Market value 31 March	34,188,534	34,547,175
Short Term Investments		
Cash held by fund managers	1,105,042	160,856
Other Cash Balances	177,308	177,308
Short Term Investments	1,282,350	338,164
Total investments 31 March	35,470,884	34,885,339
Cost 31 March	32,831,082	31,010,233

Total investments as at 31 March are analysed between long term and short-term investments as follows:

	2023	2022
	£	£
Long term	34,188,534	34,547,175
Short term	1,282,350	338,164
Total	35,470,884	34,885,339

The geographical spread of listed investments as at 31 March was as follows:

	Held in the UK £	Held outside the UK £	Total at 31 March 2023 £	Held in the UK £	Held outside the UK £	Total at 31 March 2022 £
Unit trusts	1,149,524	-	1,149,524	2,066,264	-	2,066,264
Equities	28,495,840	4,543,170	33,039,010	28,233,753	4,247,158	32,480,911
Cash	1,282,350	-	1,282,350	338,164	-	338,164
Total	30,927,714	4,543,170	35,470,884	30,638,181	4,247,158	34,885,339

	£	Unit trusts	Equities	Cash	Total
Held in the UK	£	1,149,524	28,495,840	1,282,350	30,927,714
Held outside the UK	£	-	4,543,171	-	4,543,171
Total at 31 March 2023	£	1,149,524	33,039,011	1,282,350	35,470,885

	£	Unit trusts	Equities	Cash	Total
Held in the UK	£	2,066,264	28,233,753	338,164	30,638,181
Held outside the UK	£	-	4,247,158	-	4,247,158
Total at 31 March 2022	£	2,066,264	32,480,911	338,164	34,885,339

13. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 – Hampstead Heath

	2023	2022
	£	£
Rental debtors	18,825	15,590
Prepayments and accrued income	49,081	46,352
Recoverable VAT	3,700	780
Other debtors	36,155	122,820
Total	107,761	185,542

Charity 2 – Hampstead Heath Trust Fund

	2023	2022
	£	£
Sundry debtors	7,579	-
Other debtors	1,810,943	353,061
Total	1,818,522	353,061

Charities 1 & 2 – total

	2023	2022
	£	£
Rental debtors	18,825	15,590
Prepayments and accrued income	49,081	46,352
Recoverable VAT	3,700	780
Sundry debtors	7,579	-
Other debtors	1,847,098	475,881
Total	1,926,283	538,603

Other debtors consist of non-property related debtors of £36,155 (2021/22: £122,820) and dividends of £1,810,943 receivable from the fund manager (2021/22: £353,061).

14. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 – Hampstead Heath

	2023	2022
	£	£
Trade creditors	106,921	53,497
Accruals	185,133	90,703
Deferred income	235,157	121,368
Rent deposits	15,425	15,425
VAT liability	20,634	379,727
Other creditors	176,788	80,368
Total	740,058	741,088

Charity 2 – Hampstead Heath Trust Fund

	2023	2022
	£	£
Bank overdraft	1,544,157	77,476
Other creditors	41,126	42,347
Total	1,585,283	119,823

Charities 1 & 2 – total

	2023	2022
	£	£
Bank overdraft	1,544,157	77,476
Trade creditors	106,921	53,497
Accruals	185,133	90,703
Deferred income	235,157	121,368
Rent deposits	15,425	15,425
VAT liability	20,634	379,727
Other creditors	217,914	122,714
Total	2,325,341	860,910

	2023	2022
	£	£
Deferred income analysis within creditors:		
Balance at 1 April	121,368	72,531
Amounts released to income	(121,368)	(72,531)
Amounts deferred in the year	235,157	121,368
Balance at 31 March	235,157	121,368

Deferred income relates to rental income as well as season ticket income for the use of facilities received in advance for periods after the year-end. Other creditors consist of sundry creditors.

15. ANALYSIS OF NET ASSETS BY FUND

Charity 1 – Hampstead Heath

At 31 March 2023	Unrestricted Funds		Restricted Funds	Total at 31 March 2023	Total at 31 March 2022
	General Funds	Designated Funds			
	£	£	£	£	£
Tangible Assets	-	19,463,442	-	19,463,442	19,607,668
Current Assets	743,876	3,331	67,174	814,381	755,739
Current Liabilities	(740,058)	-	-	(740,058)	(741,088)
Total	3,818	19,466,773	67,174	19,537,765	19,622,319

At 31 March 2022	Unrestricted Funds		Restricted Funds	Total at 31 March 2022	Total at 31 March 2021
	General Funds	Designated Funds			
	£	£	£	£	£
Tangible Assets	-	19,607,668	-	19,607,668	19,390,365
Current Assets	742,823	3,331	9,585	755,739	789,938
Current Liabilities	(741,088)	-	-	(741,088)	(784,374)
Total	1,735	19,610,999	9,585	19,622,319	19,395,929

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2023	Unrestricted General funds £	Endowment funds £	Total at 31 March 2023 £	Total at 31 March 2022 £
Fixed assets - investments		34,188,534	34,188,534	34,547,175
Current assets	730,810	2,370,061	3,100,871	691,225
Current liabilities	-	(1,585,283)	(1,585,283)	(119,822)
Total	730,810	34,973,312	35,704,122	35,118,578

At 31 March 2022	Unrestricted General funds £	Endowment funds £	Total at 31 March 2022 £	Total at 31 March 2021 £
Fixed assets - investments	-	34,547,175	34,547,175	32,841,486
Current assets	566,888	124,337	691,225	706,402
Current liabilities	-	(119,822)	(119,822)	(407,000)
Total	566,888	34,551,690	35,118,578	33,140,888

Charities 1 & 2 – total

At 31 March 2023	Unrestricted Funds		Restricted Funds £	Endowment Funds £	Total at 31 March 2023 £	Total at 31 March 2022 £
	General Funds £	Designated Funds £				
Tangible Assets	-	19,463,442	-	-	19,463,442	19,607,668
Fixed Asset Investments	-	-	-	34,188,534	34,188,534	34,547,175
Current Assets	1,474,686	3,331	67,174	2,370,061	3,915,252	1,446,964
Current Liabilities	(740,058)	-	-	(1,585,283)	(2,325,341)	(860,910)
Total	734,628	19,466,773	67,174	34,973,312	55,241,887	54,740,897

At 31 March 2022	Unrestricted Funds		Restricted Funds £	Endowment Funds £	Total at 31 March 2022 £	Total at 31 March 2021 £
	General Funds £	Designated Funds £				
Tangible Assets	-	19,607,668	-	-	19,607,668	19,390,365
Fixed Asset Investments	-	-	-	34,547,175	34,547,175	32,841,486
Current Assets	1,309,711	3,331	9,585	124,337	1,446,964	1,496,340
Current Liabilities	(741,088)	-	-	(119,822)	(860,910)	(1,191,374)
Total	568,623	19,610,999	9,585	34,551,690	54,740,897	52,536,817

Expendable endowment movements 2011-2023

	Balance at 1 April £	Revaluation of investments £	Balance at 31 March £	Cash £	Expendable endowment £
Opening	393,461	8,497	401,958	177,308	579,266
2011-2012	401,958	11,764	413,722	177,308	591,030
2012-2013	413,722	58,823	472,545	177,308	649,853
2013-2014	472,545	34,640	507,185	177,308	684,493
2014-2015	507,185	32,680	539,865	177,308	717,173
2015-2016	539,865	(30,719)	509,146	177,308	686,454
2016-2017	509,146	60,784	569,930	177,308	747,238
2017-2018	569,930	5,229	575,159	177,308	752,467
2018-2019	575,159	(5,229)	569,930	177,308	747,238
2019-2020	569,930	(106,075)	463,855	177,308	641,163
2020-2021	463,855	114,223	578,078	177,308	755,386
2021-2022	578,078	27,440	605,518	177,308	782,826
2022-2023	605,518	(13,562)	591,956	177,308	769,264

16. MOVEMENT IN FUNDS

Charity 1 – Hampstead Heath

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2023 £
Restricted funds:					
Campaign Donations	7,352	42,904	(32,160)	-	18,096
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Installation of Non-Turf Pitches	-	46,845	-	-	46,845
Total restricted funds	9,585	89,749	(32,160)	-	67,174
Unrestricted funds:					
General funds	1,735	7,751,373	(7,749,290)	-	3,818
Designated funds:					
Tangible fixed assets	19,607,668	61,970	(206,196)	-	19,463,442
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,612,734	7,813,343	(7,955,486)	-	19,470,591
Total funds	19,622,319	7,903,092	(7,987,646)	-	19,537,765

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2022 £
Restricted funds:					
Campaign Donations	-	7,352	-	-	7,352
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Total restricted funds	2,233	7,352	-	-	9,585
Unrestricted funds:					
General funds	-	7,426,535	(7,424,800)	-	1,735
Designated funds:					
Tangible fixed assets	19,390,365	429,457	(212,154)	-	19,607,668
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,393,696	7,855,992	(7,636,954)	-	19,612,734
Total funds	19,395,929	7,863,344	(7,636,954)	-	19,622,319

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2023 £
Endowment funds:						
Expendable endowment	782,826	-	-	(13,562)	-	769,264
Permanent endowment	33,768,864	-	(163,923)	599,107	-	34,204,048
Total endowment funds	34,551,690	-	(163,923)	585,545	-	34,973,312
Unrestricted funds:						
General funds	566,888	1,543,905	(1,379,983)	-	-	730,810
Total funds	35,118,578	1,543,905	(1,543,906)	585,545	-	35,704,122

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2022 £
Endowment funds:						
Expendable endowment	755,386	-	-	27,440	-	782,826
Permanent endowment	32,168,625	-	-	1,600,239	-	33,768,864
Total endowment funds	32,924,011	-	-	1,627,679	-	34,551,690
Unrestricted funds:						
General funds	216,877	2,025,319	(1,675,308)	-	-	566,888
Total funds	33,140,888	2,025,319	(1,675,308)	1,627,679	-	35,118,578

Charities 1 & 2 – total

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Total as at 31 March 2023 £
Endowment funds:					
Permanent endowment funds	33,768,864	-	(163,923)	599,107	34,204,048
Expendable endowment funds	782,826	-	-	(13,562)	769,264
Total endowment funds	34,551,690	-	(163,923)	585,545	34,973,312
Restricted funds:					
Campaign Donations	7,352	42,904	(32,160)	-	18,096
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Installation of Non-Turf Pitches	-	46,845	-	-	46,845
Total restricted funds	9,585	89,749	(32,160)	-	67,174
Unrestricted funds:					
General funds	568,623	9,295,278	(9,129,273)	-	734,628
Designated funds:					
Tangible fixed assets	19,607,668	61,970	(206,196)	-	19,463,442
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	20,179,622	9,357,248	(9,335,469)	-	20,201,401
Total funds	54,740,897	9,446,997	(9,531,552)	585,545	55,241,887

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Gains & (losses) £	Total as at 31 March 2022 £
Endowment funds:					
Permanent endowment funds	32,168,625	-	-	1,600,239	33,768,864
Expendable endowment funds	755,386	-	-	27,440	782,826
Total endowment funds	32,924,011	-	-	1,627,679	34,551,690
Restricted funds:					
Campaign Donations	-	7,352	-	-	7,352
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Total restricted funds	2,233	7,352	-	-	9,585
Unrestricted funds:					
General funds	216,877	9,451,854	(9,100,108)	-	568,623
Designated funds:					
Tangible fixed assets	19,390,365	429,457	(212,154)	-	19,607,668
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,610,573	9,881,311	(9,312,262)	-	20,179,622
Total funds	52,536,817	9,888,663	(9,312,262)	1,627,679	54,740,897

Purpose of the endowment funds

The expendable endowment fund is invested as a capital fund to generate income for the activities of the charity. Any income generated is used in accordance with the objectives of the trust. The purpose of this fund is to provide net income to be used to contribute

towards the running costs of the Heath, transferred from the former T J Barratt bequest in December 2011.

The permanent endowment fund is held in perpetuity as a capital fund to generate income for the activities of the charity. Before any potential gains on investments are considered, should net income be more than any year's contribution to the running costs of the Heath, then the surplus funds are retained as unrestricted funds to be used in future years. During 2022/23 the surplus was £168,358 (2021/22: £350,011). Should the actual income earned in any specific year, added to the surpluses from previous years, be less than the contribution based on the funds from the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Trust Fund. This is within the terms of the Transfer Order for the original endowment.

Purposes of restricted funds

The restricted fund represents funds received from London Borough of Camden (Sports and Physical Activity Service) for the creation of a new outdoor gym at Parliament Hill. This is in addition to a grant received from the England and Wales Cricket Board for the supply and installation of non turf pitches at Parliament Hill and the Heath Extension.

Purposes of designated funds

Designated funds have been set aside by the Trustee for the following purposes:

- i. *Fixed Assets* – these are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. As at 31 March 2023 the net book value of fixed assets relating to direct charitable purposes amounted to £19,463,442 (2021/22: £19,607,668). There were additions of £61,970 during the year relating to the East Heath Car Parking Resurfacing, Swimming Facilities and Mixed Pond Rewire projects.
- ii. *Capital Fund* - as part of an Open Spaces wide Fleet Management project a disposal exercise of redundant fleet and equipment was undertaken. It was agreed to use the income raised to fund energy efficiency improvement works. The installation of photovoltaic energy panels at the Lido, Hampstead Heath was completed.

17. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 2. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in note 8.

The charity is consolidated within the accounts of City's Cash, a fund of the City of London Corporation (the City Corporation, the Corporate Trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity's income and expenditure by City's Cash, whose place of business is Guildhall, London EC2P 2EJ.

The principal purpose of City's Cash is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Cash can be obtained from the address provided above.

The charity is required to disclose information on related party transactions with bodies or individuals that have the potential to control or influence the charity. Members are required to disclose their interests, and these can be viewed online at www.cityoflondon.gov.uk.

Members and senior staff are requested to disclose all related party transactions, including instances where their close family has made such transactions.

Figures in brackets represent the amounts due at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2022/23 £	2021/22 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	4,841,585 (nil)	5,356,031 (nil)	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		1,817,105 (nil)	1,310,531 (nil)	Administrative services provided for the charity
		23,405 (nil)	31,536 (nil)	Distribution from the Charities Pool and interest receivable on cash balances
Hampstead Heath Trust Fund	The Hampstead Heath Trust Fund is incorporated within the Hampstead Heath financial statements as a linked charity.	1,375,547 (nil)	1,482,422 (nil)	Contribution to preservation and enhancement of Hampstead Heath as an open space

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAMES: Hampstead Heath, Hampstead Heath Trust Fund

Registered charity number: 803392, 803392-1

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

John Barradell OBE - The Town Clerk and Chief Executive of the City of London Corporation (resigned 31 December 2022)

Ian Thomas CBE – The Town Clerk and Chief Executive of the City of London Corporation (appointed 06 February 2023)

Treasurer

Caroline Al-Beyerty - The Chamberlain and Chief Financial Officer of the City of London Corporation

Solicitor

Michael Cogher - The Comptroller and City Solicitor of the City of London Corporation

Environment Department

Juliemma McLoughlin – Executive Director of Environment

Sally Agass – Interim Director of Natural Environment (resigned 31 March 2023)

AUDITORS:

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O.Box 1000, BX1 1LT

INVESTMENT ADVISORS:

Artemis Investment Management Limited, Cassini House, 57 St. James's Street, London, SW1A 1LD

Contact for The Chamberlain & Chief Financial Officer, to request copies of governance documents & of the Annual Report of City's Cash:

CHBOffice-BusinessSupport@cityoflondon.gov.uk

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park	21/05/2024
Subject: Highgate Wood and Queen's Park Kilburn Annual Report and Financial Statements for the Year Ended 31 March 2023	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Interim Executive Director Environment	For Information
Report author: Clem Harcourt, Chamberlain's Department	

Summary

The Trustee's Annual Report and Financial Statements for the year ended 31 March 2023 for Highgate Wood and Queen's Park Kilburn (charity registration number 232986) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the Trustee's Annual Report and Financial Statements for the 2022/23 Financial Year for Highgate Wood and Queen's Park Kilburn be noted.

Main Report

1. The Trustee's Annual Report and Financial Statements are presented for information, having been signed on behalf of the Trust by the Chairman and Deputy Chairman of Finance Committee and the auditors, Crowe U.K LLP. The information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 17 July 2023.
2. Members may also wish to note that the Trustee's Annual Report and Financial Statements for 2022/23 was previously presented to both Finance Committee and Audit and Risk Management Committee in November 2023. The Annual Report and Financial Statements was approved by Finance Committee as part of its role in being responsible for administering the Trust on behalf of the Trustee. This in line with the arrangements in place for other charities in which the City is trustee.
3. A previous review of the charities for which the City is responsible, (completed in 2010), detailed key reports that should be presented to your Committee. The

Trustee's Annual Report and Financial Statements was one of these reports. Information from these statements forms part of the Annual Return to the Charity Commission. Since this undertaking, the City has approved that a further comprehensive review be undertaken across its Natural Environment charities, the outcome of which will be reported to your Committee in due course.

4. The Trustee's Annual Report and Financial Statements were submitted to the Charity Commission on 18 March 2024, after the regulatory deadline of 31 January 2024. This late filing can be explained by delays in the City's Estate Annual Report and Financial Statements for 2022/23 being signed off by the auditors which also contributed to delays in a number of the City's Estate funded charities being filed with the Charity Commission.

Appendices

- Appendix 1 – Highgate Wood and Queen's Park Kilburn Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2023

Clem Harcourt
Chamberlain's Financial Services Division

E: clem.harcourt@cityoflondon.gov.uk

Highgate Wood and Queen's Park Kilburn

Annual Report and Financial Statements for the
year ended 31 March 2023

Charity registration number 232986

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ORIGINS OF THE CHARITY

Queen's Park and Highgate Wood were acquired by the City of London Corporation from the Ecclesiastical Commissioners under the Highgate and Kilburn Open Spaces Act 1886 on condition that the City of London Corporation maintained them in perpetuity for the benefit of Londoners, for exercise and recreation. The Court of Chancery agreed at that time that the late William Ward's bequest should be used towards the maintenance of Queen's Park and this capital fund is still used for this purpose. From April 2002 the Assistant Director Natural Environment Hampstead Heath, formally known as the Superintendent of Hampstead Heath, had overall responsibility for both sites.

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing document is the Highgate and Kilburn Open Spaces Act 1886. The charity is constituted as a charitable trust.

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as 'the City Corporation' or 'the City of London Corporation'), a body corporate and politic, is the trustee of Highgate Wood and Queen's Park Kilburn. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Members, and where relevant, external appointees. External appointments are made after due advertisement and rigorous selection to fill gaps in skills. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee governing Highgate Wood and Queen's Park Kilburn by the Court of Common Council of the City of London Corporation.

Members of the Court of Common Council are elected by the electorate of the City of London and are unpaid for support provided to the Charity. The Key Committees which had responsibility for directly managing matters related to the charity during 2022/23 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Investment Committee** – responsible for the strategic oversight and monitoring of the performance of the charity's investments which are managed by three separate sub-committees, namely the Financial Investment Board, the Property Investment Board and the Social Investment Board.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee** - responsible for the activities undertaken at Highgate wood and Queen's Park Kilburn, approving budget allocations for the forthcoming year and acting as Trustee of the charity.

All of the above committees are ultimately responsible to the Court of Common Council of the City of London. Committee meetings are held at the Trustee's discretion in public (except where it is not considered in the charity's best interest to do so), supporting a decision-making process that is clear, transparent and publicly accountable.

The charity is consolidated within City's Cash as the City of London Corporation exercises operational control over their activities. City's Cash is a fund of the City Corporation that can be traced back to the 15th century and has been built up from a combination of properties, land, bequests and transfers under statute since that time. Investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Cash to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London;
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

The trustee believes that good governance is fundamental to the success of the charity. An initial review of governance was undertaken to ensure that the charity is effective in fulfilling its objectives, and further more detailed work is to commence in 2023/24 as part of a review of the City of London Corporation's Natural Environment charities. Reference is being made to the good practices recommended within the Charity Governance Code, with a focus on ensuring regulatory compliance and the ongoing maintenance of an efficient and effective portfolio of charities that maximise impact for beneficiaries.

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 34.

Each Member by virtue of their membership of the Court of Common Council, its relevant committees and sub-committees, has a duty to support the City Corporation in the proper exercise of its functions and in meeting its duties as trustee of the charity by faithfully acting in accordance with charity law, the Terms of Reference of the relevant committee or sub-committee, and the City of London Corporation's agreed corporate governance framework as noted above, backed up by its standards regime.

As part of the City of London Corporation's restructure, the Open Spaces Department has merged with Planning & Transportation and Port Health & Environmental Services to form a new Environment Department. Highgate Wood and Queen's Park became part of the Environment Department from 1 April 2022.

INDUCTION AND TRAINING OF MEMBERS

The City Corporation makes available to its Members, seminars and briefings on various aspects of its activities, including those concerning the charity, to enable Members to carry out their duties efficiently and effectively. Induction meetings are provided on specific aspects of the work of Highgate Wood and Queen's Park Kilburn. If suitable seminars or other training options are identified that are relevant to the charity, Members are advised of these opportunities.

OBJECTIVES AND ACTIVITIES

The objective of the charity is the maintenance and preservation in perpetuity of the open spaces known as Highgate Wood and Queen's Park Kilburn, as public parks or open spaces for use by the public for exercise and recreation.

The Trustee has due regard to the Charity Commission's public benefit when setting objectives and planning activities.

Lands were transferred to the City of London Corporation under the powers conferred by the Highgate and Kilburn Open Spaces Act 1886. The purpose of the charity is the maintenance and preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate wood, Highgate and Queen's Park Kilburn as Public Parks or Open spaces, for the use by the public for exercise and recreation.

This charity is operated as a separate legal entity consolidated into the City of London Corporation's City's Cash. The City of London Corporation is committed to funding the ongoing net operational costs of the charity in accordance with the purpose, as stated above.

Investment Policy

The charity's investments are held in units of the City of London Charities Pool (registered charity 1021138). The investment policy is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool (which include an analysis of investment performance against objectives set) are available from the Chamberlain of London, at the email address stated on page 34.

Remuneration Policy

The charity's senior staff are employees of the City Corporation, and alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 9 to the financial statements.

The charity is committed to equal opportunities for all employees. An Equality and Inclusion Board has been established to actively promote equality, diversity and

inclusion in service delivery and employment practices. The Board is responsible for monitoring the delivery of the Equality and Inclusion Action Plan and progress against the Equality Objectives. This also includes addressing the City Corporation's gender, ethnicity and disability pay gaps.

The Equality, Diversity, and Inclusion (EDI) sub-committee is currently overseeing the update of our four-yearly Equality Objectives in accordance with the Equality Act 2010. The draft objectives went to Policy and Resources and Corporate Services Committees in April 2023. Following agreement, a period of 12 weeks consultation with stakeholders has been undertaken and analysis of consultation responses and amendments are due to be made in August. Amendments will then go to September's EDI Sub-Committee and Policy and Resources and Corporate Services Committees and then to Court of Common Council for approval in October 2023

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the relevant grade, which incorporates market factors as well as corporate importance.

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Although Highgate Wood and Queen's Park Kilburn charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as "voluntary income" including grants.

In relation to the above we confirm that all solicitations are managed internally, without involvement of commercial participators or professional fund-raisers, or third parties. The day to day management of all income generation is delegated to the executive team, who are accountable to the trustee. The charity is not bound by any regulatory scheme and does not consider it necessary to comply with any voluntary code of practice.

From December 2020 a donations page has been created on the Queen's Park webpage, inviting and enabling the public to make on-line donations to the Queen's Park Sandpit and Playground Improvements campaign.

The charity has received nil complaints in relation to fundraising activities in the current year (2021/22: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

The Trustee confirms that it has referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing Highgate Wood and Queen's Park Kilburn's aims and objectives and in planning future activities. The purpose of the charity is the maintenance and preservation in perpetuity by the City of

London Corporation as open spaces known as Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public.

Consequently, the Trustee considers that Highgate Wood and Queen's Park Kilburn operates to benefit the general public and satisfies the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 34.

ACHIEVEMENTS AND PERFORMANCE

The aims for 2022/23 for Highgate Wood were:

Continue to work on an ecological monitoring programme of the impact of visitors through the Heath Hands volunteers.

As part of a wider ancient woodland condition survey by LB Haringey a soil survey was carried out to determine soil health across the entire site with data on 10 trial pits showing levels of compaction and soil condition. A new 0.8 hectare enclosed conservation area was completed and vegetation recovery will be monitored going forward.

Continue to work collaboratively with the Friends of Highgate Roman Kiln and support their future Heritage Lottery Bid.

Friends of Highgate Roman Kiln (FOHRK, charity no. 1177405) Heritage Lottery Bid has been successful, and we await final confirmation of the funding allocation. The Highgate Wood and Queen's Park charity is working with FOHRK to return a 1st Century AD Roman kiln artifact, which had been removed from the Highgate Wood site. FOHRK are due to receive Heritage Lottery Funding to deliver the project. The City of London are carrying out some repairs and alterations to the education building which will accommodate the kiln.

Continue the notice board replacement programme.

We are now replacing the remaining notice boards in house achieving cost savings and plan to have the 4 remaining boards installed by March 2024.

Implement the 2018 to 2028 Woodland Management Plan

The Highgate Wood Woodland Management Plan 2018 to 2028 continues to guide and inform woodland management on the site and the plan objectives will be incorporated into the new Highgate Wood Conservation Management Plan 2023 onwards.

The aims for 2022/23 for Queen's Park were:

Work together with partners to promote health and wellbeing connections.

Through the Sports and Wellbeing Forum, the Hampstead Heath, Highgate Wood and Queen's Park Division engages with user groups, supporting the health and wellbeing of its users. Queen's Park actively engages with user groups, including Junior ParkRun, a licensed tennis coach and regular football coaching on weekends for children. There is also a communal Pitch and Putt course and other informal sports and recreational activities taking place in the Park.

Undertake consultation and engagement to inform the development of a licencing scheme for fitness training, and professional dog walking.

A licensing scheme for dog walking and fitness instructors has not been introduced and consultation is yet to be completed. The Park Manager and Team Leader regularly engage with stakeholders, including the Queen's Park Area Residents' Association, (QPARA) where concerns and issues may be raised and discussed in open forum.

Develop heritage outcomes and incorporate preservation and interpretation actions into the Conservation Management Plan and Annual Work Programme

To be carried forward to 2023/24.

Deliver Biosecurity Management across the Natural Environment, preventing the introduction of pests and diseases.

The Tree Management Officer and tree team continue to monitor tree stock for known pests and diseases, including Massaria and Oak Processionary Moth. They carry out controlled management where necessary.

Regular monitoring of development and planning applications through engagement with stakeholders and a planning specialist.

Through user engagement, via QPARA meetings and the Divisions use of a planning consultant, planning issues are considered and representations made if necessary.

Contribute towards the City Corporation Climate Action Strategy by achieving Net zero by 2027.

The park will start a relaxed mowing regime, seeing a reduction of 1 hectare of amenity grassland, which will be allowed to develop into meadow habitat. This work runs alongside grassland management works at Hampstead Heath.

Reduce reliance on external contracts for litter, waste and recycling.

Undertake public engagement to encourage responsible disposal of waste and recycling.

Queen's Park staff actively encourage the use of recycling points for its visitors. The Division and the Park staff ask members of the public to take their waste home with them or recycle it where possible.

Undertake surveys on visitor engagement and capture data to understand visitor trends and satisfaction.

This has not been started due to resource implications.

Review and implement site specific Asset Management Plans.

This is moving forward to 2023/24 with the support of the City Surveyors department.

Maximise volunteering opportunities by offering a range of activities.

Through the Woodland Walk Working group, the current Park Manager and the Conservation Manager are considering how to utilise the support of volunteers in the Woodland Walk. Members of QPARA have been in conversation with Heath Hands, seeking advice and guidance on how a volunteer group could be organised, in particular to assist with works in the Woodland Walk.

Maintain a London in Bloom Award

This has been achieved. The Park achieved a Gold standard in the London in Bloom scheme.

Redevelop the Children's Sandpit via an agreed project through the City Corporation Gateway process. Seek capital funding through external and internal sources to enable the delivery of this project.

The Park Manager has appointed a landscape architect and both concept and detailed design have been produced. It is intended for the works to be completed prior to the school summer recess in 2023. The concept has been approved by QPARA.

Consult on, finalise, and implement the Queen's Park Woodland Walk Management Plan through engagement with the local community represented on the Woodland Walk Working Group.

The Park Manager and the Conservation Manager are in regular contact with the Woodland Walk Working Group. Staff from the conservation team and the Conservation Manager have met with the group to discuss ongoing management of this area. Initial works will include hedge laying to improve light levels and habitat value.

Develop an updated Draft Conservation Management Plan.

To be carried forward to 2023/24.

Aims for 2022/23 for both Highgate Wood and Queen's Park were:

Achieve budgeted income and expenditure targets for Highgate Wood and Queen's Park Kilburn Charity.

Targets were met via the delivery of a balanced budget, and the charity achieved the required financial savings through a combination of reducing expenditure and appropriate income generation activities.

Support the implementation of the restructure involving a review of operational arrangements.

Staff consultation was launched on 25 January and the final version of the restructure will be implemented during 2023/2024.

Review the Café retendering programme with a review of income generation and market values.

This has been delayed and will be progressed during 2023/24.

Maintain Green Flag Award and Green Heritage Accreditation for 2022/23.

Applications for both sites were successful and Green Flag and Green Heritage awards were confirmed in June 2022.

PLANS FOR FUTURE PERIODS

The proposed overarching priorities which will guide all of our objectives and activities from April 2023 are:

Highgate Wood

- Continue the work of nature recovery and the protection of the ancient woodland and its soil.
- Continue to work on an ecological monitoring programme of the impact of visitors through the Heath Hands volunteers.
- Continue to work collaboratively with the Friends of Highgate Roman Kiln and support the future Heritage Lottery funded project.

- Continue the notice board replacement programme using inhouse expertise.
- Continue to implement the 2018 to 2028 Woodland Management Plan.
- Renew the 2013 to 2023 Highgate Wood Conservation Management Plan.

Queen's Park

- Consult on, finalise, and implement the Queen's Park Woodland Walk Management Plan
- Develop an updated Draft Conservation Management Plan.
- Complete the redevelopment of the Children's Sandpit via an agreed project through the City Corporation Gateway process. Seek capital funding through external and internal sources to enable the delivery of this project.
- Maximise volunteering opportunities by offering a range of activities.
- Undertake surveys on visitor engagement and capture data to understand visitor trends and satisfaction.
- Develop heritage outcomes and incorporate preservation and interpretation actions into the Conservation Management Plan and Annual Work Programme.

Both Highgate Wood and Queen's Park

- Achieve budgeted income and expenditure targets for Highgate Wood and Queen's Park Kilburn Charity.
- Maintain Green Flag Award and Green Heritage Accreditation for 2023/24.
- Contribute towards the City Corporation Climate Action Strategy by achieving Net zero by 2027.
- Review the Café retendering programme with a review of income generation and market values.
- Deliver the Phase 2 finalised restructure following completion of staff consultation process.

The Trustee does not consider there to be any material uncertainty around going concern and further detail regarding this is set out on page 22.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2022/23 the charity's total income for the year was £1,488,120, an overall increase of £134,230 against the previous year (£1,353,890). This variation was largely due to an increase in expenditure compared to the previous year and therefore a larger grant was received from the City of London to fund the deficit.

Income from Charitable Activities comprised £169,642 from fees charged (2021/22: £226,363) and £55,829 from rents (2021/22: £66,546). The decrease in income from fees charged is largely due to a general decrease in the use of facilities income compared to the previous year, after a particularly busy post-lockdown period in 2021/22.

Donations via the Queen Park website towards the Sandpit and Playground Improvements Campaign resulted in £1,125 of donations (2021/22: £12,083). The charity also received £30 of unrestricted donations (2021/22: £nil).

An amount of £1,254,787 (2021/22: £1,033,348) was received from the City of London Corporation's City's Cash as a contribution towards the running costs of the charity.

Expenditure

Total expenditure for the year was £1,503,483 (2021/22: £1,358,294) all of which related to charitable activities. The increase in expenditure was due to an increase in spending on repairs and maintenance and cyclical works projects that had been previously delayed due to the COVID pandemic.

Funds held

The charity's total funds held decreased by £19,277 to £304,395 as at 31 March 2023 (2021/22: £323,672).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "undesignate" these funds at any time. Designations as at 31 March 2023 totalled £120,059 (2021/22: £136,547). These represent the net book value of fixed assets held.

A restricted fund of £14,754 (2021/22: £13,629) was held at year-end. This relates to donations to the Queen's Park Sandpit and Playgrounds Improvement Campaign.

Details of all funds held, including their purposes, is set out within note 16 to the financial statements.

Investments performance

Over the course of 2022/23, the Charities Pool investment strategy delivered an absolute return (gross of fees) of +2.22% which was below the FTSE All Share Index benchmark return of +2.92% (2021/22: the investment strategy gained +11.1%

versus +13.0% from the benchmark). However, over the longer term three and five year horizon, performance of the Charities Pool Investments, as displayed in the table below, was above the benchmark. With effect from 22 July 2022, the Charities Pool transferred its investments from the Artemis Income Fund to the Artemis Income (Exclusions) Fund, which is an unconstrained, multigap strategy that aims to generate a rising income stream combined with long-term capital growth. The fund invests in UK equities and can also hold international equities and bonds. Shares in companies that derive more than 20% of their revenues from tobacco, gambling, weapons and fossil fuels are excluded.

Fund	2022/23		2021/22	
	3 year	5 year	3 year	5 year
FTSE All Share	14.1%	5.6%	7.3%	6.2%
Fund outperformance	0.3%	0.6%	2.0%	1.5%

Reserves

The charity is wholly supported by the City of London Corporation which is committed to maintain and preserve Highgate Wood and Queen's Park Kilburn out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. Consequently, a reserves policy is considered by the trustee to be inappropriate. The charity held free reserves of £169,582 at 31 March 2023, funds which will be used by the charity to further its objects, and which will be factored into financial plans.

Principal Risks and Uncertainties

The charity is committed to a programme of risk management as an element of its strategy to preserve the charity's assets. In order to embed sound practice the senior leadership team ensures that risk management policies are applied, that there is an on-going review of activity and that appropriate advice and support is provided. A key risk register has been prepared for the charity, which has been reviewed by the Trustee. This identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

The principal risks faced by the charity, and actions taken to manage them are as follows:

Risk	Actions to manage risks
Local planning issues	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Respond to consultation on the local plans to help influence the content of documents. The North London division monitors planning activity in order to ensure it does not impact the open spaces.
Maintenance of buildings and equipment	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process. Liaise

	with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.
Plant and tree diseases	Tree provenance is considered, and planting stock is sourced in accordance with best practice guidance. Trained arboricultural contractors carry out spraying and nest removal of Oak Processionary Moth. Continue to monitor pest and tree disease across the charity
Ensuring the health and safety of staff, contractors, visitors and volunteers	Annual health and safety site audits with peer review. Hold local health and safety meetings. Staff updated in toolbox/team talks.
Extreme weather events	Alerts issues to staff via Met Office. Trigger Event Policy embedded into way of working. Site plans are reviewed annually or following an incident, if appropriate. Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.
Outbreak of fire in Woodland/Heathland	Managers and Supervisors receive weather and 'trigger event' warnings and this information is shared with staff. Emergency Action Plan Review carried out annually of following incident, if appropriate.
Delivery of capital projects	Liaise with internal departments to secure funding for capital projects
Recruitment and retention of staff	Delivery of the Target Operating Model (TOM) restructure
Budget Reduction & Income Loss	A number of posts are being held vacant and most appointments are on fixed term contracts. Regular reviewing and forecasting of year end budget position. Savings associated with the restructure will be met. New Executive Director commenced in post and Environment Department Project Board established to progress the restructure.
Long term damage to sites	Additional monitoring and ecological assessments required. Messaging via social media asking visitors to use the site responsibly. Regular Ranger and Constabulary activity. Target set for 2024 as we expect this to be a long-term mitigation exercise.

TRUSTEE RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless the Trustee is satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

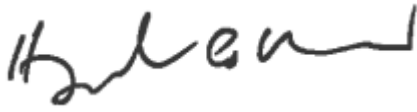
The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.



Henry Nicholas Almroth Colthurst, Deputy

Chairman of Finance Committee of
The City of London Corporation,
Guildhall, London

14th March 2024



Randall Keith Anderson, Deputy

Deputy Chairman of Finance
Committee of The City of London
Corporation, Guildhall, London

14th March 2024

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN

Opinion

We have audited the financial statements of Highgate Wood and Queen's Park Kilburn ('the charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2023 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustee's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustee with respect to going concern are described in the relevant sections of this report.

Other information

The Trustee are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent

otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustee's report; or
- sufficient and proper accounting records have not been kept by the Charity; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustee

As explained more fully in the Trustee's responsibilities statement set out on page 14 and 15, the Trustee are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustee determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustee are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustee either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011, and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the Charity operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Charities Act 2011 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the Charity's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charity for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Health and safety legislation, and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustee and other management and inspection of regulatory and legal correspondence, if any.

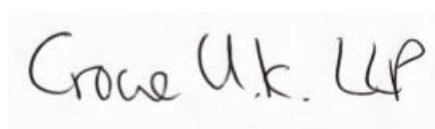
We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of income, and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk

of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

This report is made solely to the charity's Trustee, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustee those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustee as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink that reads "Crowe U.K. LLP". The signature is written in a cursive, slightly slanted style.

Crowe U.K. LLP

Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

18.03.2024

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2022/23 Total Funds £	2021/22 Total Funds £
Income from:					
Voluntary activities	2	30	1,125	1,155	17,881
Charitable activities	3	225,471	-	225,471	292,909
Grant from City of London Corporation	4	1,254,787	-	1,254,787	1,033,348
Investments	5	6,707	-	6,707	9,036
Other Income	6	-	-	-	716
Total income		1,486,995	1,125	1,488,120	1,353,890
Expenditure on:					
Charitable activities:					
Maintenance and preservation of Highgate Wood and Queen's Park Kilburn	7	1,503,483	-	1,503,483	1,358,294
Total expenditure		1,503,483	-	1,503,483	1,358,294
Net (loss) / gain on investments	12	(3,914)	-	(3,914)	7,903
Net (expenditure)/income and net movement in funds		(20,402)	1,125	(19,277)	3,499
Reconciliation of funds:					
Total funds brought forward	16	310,043	13,629	323,672	320,173
Total funds carried forward	16	289,641	14,754	304,395	323,672

All of the above results are derived from continuing activities.

There were no other recognised gains and losses other than those shown above.

The notes on pages 22 to 33 form part of these financial statements.

BALANCE SHEET**AS AT 31 MARCH 2023**

	Notes	2023 Total £	2022 Total £
Fixed assets:			
Tangible assets	11	120,059	136,547
Investments	12	169,582	173,496
Total fixed assets		289,641	310,043
Current assets			
Debtors	13	38,177	15,578
Cash at bank and in hand		136,824	30,781
Total current assets		175,001	46,359
Creditors: Amounts falling due within one year	14	(160,247)	(32,730)
Net current assets/(liabilities)		14,754	13,629
Total assets less current liabilities		304,395	323,672
Total net assets		304,395	323,672
The funds of the charity:			
Restricted income funds	16	14,754	13,629
Unrestricted income funds	16	289,641	310,043
Total funds		304,395	323,672

The notes on pages 22 to 33 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London

14th March 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements of the charity.

(a) Basis of preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention except for fixed asset investments which are held at fair value and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. Funding is provided from the City of London Corporation's City's Cash. On an annual basis, a medium-term financial forecast is prepared for City's Cash, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these financial statements being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the financial position, including future income levels, planned expenditure and the liquidity of the charity over the next 12-month period. This assessment helps to provide assurances that the charity can continue to keep operating over the next 12-month period. For this reason, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenditure. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the result of which form the basis of decisions about carrying values of assets and liabilities that are not readily apparent from other sources. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. Management do not consider there to be any material revisions requiring disclosure.

In preparing the financial statements, management has made the following key judgements: useful economic life of fixed assets.

(d) Statement of Cash Flows

The charity has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2023 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

All income is included in the Statements of Financial Activities (SOFA) when the charity is legally entitled to the income; it is more likely than not that economic benefit associated with the transaction will come to the charity and the amount can be quantified with reasonable certainty. Income consists of donations, charges for use of facilities, grants (including government grants), investment income, interest, sales and rental income.

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides funding for certain capital works. This income is considered due each year end once the deficit on running expenses and capital works funding has been confirmed, and is recognised in the SOFA at this point.

(f) Expenditure

Expenditure is accounted for on an accruals basis and has been classified under the principal categories of 'expenditure on raising funds' and 'expenditure on charitable activities'. Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required, and the amount of the obligation can be measured reliably.

Governance costs include the costs of governance arrangements which relate to the general running of the charity as opposed to the direct management of functions inherent in the activities undertaken. These include the costs associated with constitutional and statutory requirements such as the cost of Trustee meetings.

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. These costs are recharged and the basis of the cost allocation is set out in note 8.

The Trustee, the City Corporation, accounts centrally for all payroll related deductions. As a result, the charity accounts for all such sums due as having been paid.

(g) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit

scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £142.6m as at 31 March 2023 (£832.7m as at 31 March 2022). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set the contribution rates for the period 01 April 2023 to 31 March 2026 at 21%. Contribution rates adopted for the financial years 2020/21, 2021/22 and 2022/23 had been set at 21%.

(h) Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

(i) Fixed Assets

Heritage Land and Associated Buildings

Highgate Wood and Queen's Park comprises 315 hectares (780 acres) of land, together with associated buildings, located in the North London boroughs of Haringey and Brent respectively. The object of the charity is the preservation in perpetuity of Highgate Wood and Queen's Park Kilburn as open spaces for the recreation and enjoyment of the public. Highgate Wood and Queen's Park are considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation amounts are not included in these financial statements as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings and other assets would be included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

Tangible fixed assets

Assets that are capable of being used for more than one year and have a cost greater than £50,000 are capitalised. Such assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation is charged on a straight-line basis, in order to write off each asset over its estimated useful life as follows:

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Infrastructure	up to 20

(j) Investments

Investments are made in the City of London Charities Pool (charity number: 1021138) which is an investment mechanism operating in a similar way to a unit trust. This enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued at bid price. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities.

(k) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short term deposits and other instruments held as part of the Corporation's treasury management activities with original maturities of three months or less.

(l) Funds structure

Income, expenditure and gains/losses are allocated to particular funds according to their purpose:

Restricted Funds – These include income that is subject to specific restrictions imposed by donors, with related expenditure deducted when incurred.

Unrestricted income funds – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include both income generated by assets held representing unrestricted funds. Specifically, this represents any surplus of income over expenditure for the charity which is carried forward to meet the requirements of future years, known as free reserves.

Designated funds – these are funds set aside by the Trustee out of unrestricted funds for a specific purpose.

(m) Insurance

The charity, elected Members and staff supporting the charity's administration are covered by the City Corporation's insurance liability policies, and otherwise under the

indemnity the City Corporation provides to Members and staff, funded from City's Cash.

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds	Restricted income funds	Total 2022/23	Unrestricted funds	Restricted income funds	Total 2021/22
	£	£	£	£	£	£
Donations and legacies	30	1,125	1,155	-	12,083	12,083
Sponsorship	-	-	-	5,798	-	5,798
Total	30	1,125	1,155	5,798	12,083	17,881

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022/23	Unrestricted funds 2021/22
	£	£
Charges for use of facilities	169,642	226,363
Rental income	55,829	66,546
Total	225,471	292,909

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2022/23	Unrestricted funds 2021/22
	£	£
Revenue and capital grant from City of London Corporation	1,254,787	1,033,348

5. INCOME FROM INVESTMENTS

	Unrestricted funds 2022/23	Unrestricted funds 2021/22
	£	£
Investment income	6,707	9,036

6. OTHER INCOME

	Unrestricted funds 2022/23 £	Unrestricted funds 2021/22 £
Other income	-	716

Income for the year included:

Voluntary activities – relating to donations received from the public, including donations made via the Queen's Park webpage towards the Queen's Park Sandpit and Playground Improvements campaign.

Grants from the City of London Corporation – being the amount received from the City of London Corporation's City's Cash to meet the deficit on running expenses of the charity, alongside funding for capital purchases.

Charitable activities – being amounts generated from charges made for the use of facilities, such as for filming and sports bookings and from the rental of catering facilities and wayleave licenses.

7. EXPENDITURE

	Direct costs £	Support costs £	Total 2022/23 £	Direct costs £	Support costs £	Total 2021/22 £
Maintenance and preservation of Highgate Wood and Queen's Park Kilburn	1,208,947	294,536	1,503,483	1,145,636	212,658	1,358,294

Charitable activity

Expenditure on the charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred in the running of Highgate Wood and Queen's Park Kilburn.

Auditor's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Cash Fund and provide assurance services to all of the different charities of which it is Trustee. In 2022/23 an audit fee of £5,500 was recharged (2021/22: £5,000). No other services were provided to the charity by its auditors during the year (2021/22: £nil).

8. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the Charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

	Charitable activities £	Governance £	2022/23 £	2021/22 £
Department:				
Chamberlain	40,633	-	40,633	38,085
Comptroller & City Solicitor	7,238	-	7,238	7,816
Town Clerk	-	35,698	35,698	24,730
City Surveyor	25,420	-	25,420	27,728
Natural Environment directorate	129,549	-	129,549	52,342
Other governance & support costs	13,732	5,500	19,232	19,173
Digital Services	36,766	-	36,766	42,784
Sub-total	253,338	41,198	294,536	212,658
Reallocation of governance costs	41,198	(41,198)	-	-
Total	294,536	-	294,536	212,658

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

9. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 14 (2021/22: 16).

Amounts paid in respect of employees directly undertaking activities on behalf of the charity were as follows:

	2022/23 £	2021/22 £
Salaries and wages	547,765	562,975
National Insurance costs	55,019	53,731
Employer's pension contributions	99,926	101,845
Total emoluments of employees	702,710	718,551

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance contribution) for the year were over £60,000 was nil (2021/22: nil):

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces funded by the City of London Corporation. A proportion of the Directors' employment benefits are allocated to this charity.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The amount of employee benefits received by key management personnel totalled £21,079 (2021/22: £9,470). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2022/23 (2021/22: £nil).

10. HERITAGE ASSETS

Since 1886 the primary purpose of the charity has been the preservation of Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public. As set out in Note 1(j), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of Highgate Wood and Queen's Park Kilburn are contained in the Highgate Wood Conservation Management Plan 2013-2023 and Queen's Park Kilburn Conservation Management Plan 2014-2024. Records of heritage assets owned and maintained by Highgate Wood and Queen's Park Kilburn can be obtained from the Executive Director of Environment at the principal address as stated on page 34.

11. TANGIBLE FIXED ASSETS

	Land and Buildings £	Infrastructure £	Total £
Cost			
At 1 April 2022	166,388	257,130	423,518
At 31 March 2023	166,388	257,130	423,518
Depreciation			
At 1 April 2022	56,134	230,837	286,971
Charge for the year	3,341	13,147	16,488
At 31 March 2023	59,475	243,984	303,459
Net book value			
At 31 March 2023	106,913	13,146	120,059
At 31 March 2022	110,254	26,293	136,547

12. FIXED ASSET INVESTMENTS

The investments are held in the City of London Corporation Charities Pool, a charity registered in the UK with the Charity Commission (charity number: 1021138). The Charities Pool is a UK registered unit trust.

The value of investments held by the charity are as follows:

	2023	2022
	£	£
Market value 1 April	173,496	165,593
Gain / (loss) for the year	(3,914)	7,903
Market value 31 March	169,582	173,496
Cost 31 March	107,254	107,254
Units held in Charities Pool	18,728	18,728

The geographical spread of listed investments as at 31 March was as follows:

	Held			Held		
	Held in the	outside the	Total at 31	Held in the	outside the	Total at 31
	UK	UK	March 2023	UK	UK	March 2022
	£	£	£	£	£	£
Equities	137,606	23,069	160,675	141,072	19,701	160,773
Pooled Units	5,557	-	5,557	10,186	-	10,186
Cash held by Fund Manager	3,350	-	3,350	2,537	-	2,537
Total	146,513	23,069	169,582	153,795	19,701	173,496

13. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

	2023	2022
	£	£
Rental debtors	4,808	514
Prepayments and accrued income	6,546	6,834
Recoverable VAT	23,553	2,326
Other debtors	3,270	5,904
Total	38,177	15,578

14. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade creditors	55,569	8,858
Accruals	60,405	12,315
Deferred income	4,502	4,502
Other creditors	39,771	7,055
Total	160,247	32,730

Deferred income relates to rental income received in advance for periods after the year-end.

	2023	2022
	£	£
Deferred income analysis within creditors:		
Balance at 1 April	4,502	3,502
Amounts released to income	(4,502)	(3,502)
Amounts deferred in the year	4,502	4,502
Balance at 31 March	4,502	4,502

15. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2023	Unrestricted income funds		Restricted funds	Total at 31 March 2023	Total at 31 March 2022
	General funds	Designated funds			
	£	£			
Tangible assets	-	120,059	-	120,059	136,547
Investments	169,582	-	-	169,582	173,496
Current assets	160,247	-	14,754	175,001	46,359
Current liabilities	(160,247)	-	-	(160,247)	(32,730)
Total	169,582	120,059	14,754	304,395	323,672

At 31 March 2022	Unrestricted income funds		Restricted funds	Total at 31 March 2022	Total at 31 March 2021
	General funds	Designated funds			
	£	£			
Tangible assets	-	136,547	-	136,547	153,034
Investments	173,496	-	-	173,496	165,593
Current assets	32,730	-	13,629	46,359	70,391
Current liabilities	(32,730)	-	-	(32,730)	(68,845)
Total	173,496	136,547	13,629	323,672	320,173

16. MOVEMENT IN FUNDS

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Gains & (losses) £	Total as at 31 March 2023 £
Restricted funds					
Campaign donations	13,629	1,125	-	-	14,754
Total Restricted Funds	13,629	1,125	-	-	14,754
Unrestricted funds:					
General funds	173,496	1,486,995	(1,486,995)	(3,914)	169,582
Designated funds:					
Tangible fixed assets	136,547	-	(16,488)	-	120,059
Total unrestricted funds	310,043	1,486,995	(1,503,483)	(3,914)	289,641
Total funds	323,672	1,488,120	(1,503,483)	(3,914)	304,395

At 31 March 2022	Total as at 1 April 2021 £	Income £	Expenditure £	Gains & (losses) £	Total as at 31 March 2022 £
Restricted Funds					
Campaign donations	1,546	12,083	-	-	13,629
Total Restricted Funds	1,546	12,083	-	-	13,629
Unrestricted funds:					
General funds	165,593	1,341,807	(1,341,807)	7,903	173,496
Designated funds:					
Tangible fixed assets	153,034	-	(16,487)	-	136,547
Total	318,627	1,341,807	(1,358,294)	7,903	310,043
Total funds	320,173	1,353,890	(1,358,294)	7,903	323,672

Purposes of restricted funds

The restricted fund for 'Campaign Donations' represents funds received from the public through donations. A donations page has been created on the Queen's Park webpage, inviting and enabling the public to make on-line donations to the Queen's Park Sandpit and Playground Improvements project. In total £1,125 was received during the year (2021/22: £12,083).

Purposes of designated funds

Designated funds have been set aside by the Trustee for the following purposes:

Fixed Assets – these are included at historic cost less accumulated depreciation in accordance with Note 1 (j). At 31 March 2023 the net book value of fixed assets amounted to £120,059 (2021/22: £136,547)

17. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 2. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in note 8.

The charity is consolidated within the accounts of City's Cash, a fund of the City of London Corporation (the City Corporation, the Corporate Trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity's income and expenditure by City's Cash, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City's Cash is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Cash can be obtained from the address provided above.

The charity is required to disclose information on related party transactions with bodies or individuals that have the potential to control or influence the charity. Members are required to disclose their interests, and these can be viewed online at www.cityoflondon.gov.uk.

Members and senior staff are requested to disclose all related party transactions, including instances where their close family has made such transactions.

Figures in brackets represent amounts due to or from another entity at the balance sheet date. Other figures represent the value of the transactions during the year.

Related party	Connected party	2022/23 £	2021/22 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	1,254,787	1,033,348	The City of London Corporation's City's Cash meets the deficit on running expenses of the charity
		(nil)	(nil)	
		294,536	212,658	Administrative services provided for the charity
		(nil)	(nil)	
		6,707	9,036	Distribution from the Charities Pool
		(nil)	(nil)	

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: Highgate Wood and Queen's Park Kilburn

Registered charity number: 232986

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

John Barradell OBE - The Town Clerk and Chief Executive of the City of London Corporation (resigned 31 December 2022)

Ian Thomas CBE – The Town Clerk and Chief Executive of the City of London Corporation (appointed 06 February 2023)

Treasurer

Caroline Al-Beyerty - The Chamberlain and Chief Financial Officer of the City of London Corporation

Solicitor

Michael Cogher - The Comptroller and City Solicitor of the City of London Corporation

Environment Department

Juliemma McLoughlin – Executive Director of Environment

Sally Agass – Interim Director of Natural Environment (resigned 31 March 2023)

AUDITORS:

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O. Box 1000, BX1 1LT

INVESTMENT ADVISORS:

Artemis Investment Management Limited, Cassini House, 57 St. James's Street, London, SW1A 1LD

Contact for The Chamberlain & Chief Financial Officer, to request copies of governance documents & of the Annual Report of City's Cash:

CHBOffice-BusinessSupport@cityoflondon.gov.uk

Committee(s): HHHWQP	Dated: 21/05/2024
Highgate Wood and Queen’s Park Kilburn Charity	
Subject: Review of current designated, unrestricted, and restricted income funds held and proposed changes	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	1,2,3
Report of: Interim Executive Director, Environment.	For Information
Report author: Pauline Mouskis, Interim Head of Finance, Chamberlains	

Summary

This report provides the complete list of the current designated, unrestricted, and restricted income funds held for the Highgate Wood and Queen’s Park Kilburn charity with the recommended future usage and changes required for these funds, in order to meet charity accounting SORP rules.

Appendix 1 details a full list of current individual income funds held by Highgate Wood and Queen’s Park for 2024/25 following movement in the previous financial year 2023/24 balance and recommended usage for each reserve. The report covers:

- A summary of the movement in funds in 2023-24 and the anticipated final balance as at 31st March 2024
- Details and proposed uses of the restricted and designated income funds.

Recommendation(s)

Members are asked to:

- Note the contents of the report.

Main Report

Background

1. As part of the Natural Environment Charities Review scoping exercise a complete review of the charities’ restricted and designated income funds has been progressed.
2. Under the Charity Statement of Recommended Practice for accounting and reporting (“SORP”) rules, designated income funds remain unrestricted income funds that should be applied within a reasonable time, say 1-2 years for the purposes set aside by the Trustee. This paper identifies where the funds were required to be spent over a longer period, then a clear plan and timeline would need to be in place as to when the funds will be spent. This will

need to be a disclosure in the annual accounts per SORP 7.46, which requires disclosure of the likely timing of expenditure of designated income funds in the annual accounts. When designated income funds are no longer needed, they should be released back to the general unrestricted income fund.

3. All charities have designated income funds equivalent to the fixed and heritage asset values held in the balance sheet. This includes land and buildings, vehicles & plant and equipment and heritage assets. The designated fund balances are adjusted each year end to the holding net book value of the assets on the balance sheet. These are not reviewed in this report.

Current Position – Highgate Wood and Queen’s Park

4. A detailed review of all funds held by Highgate Wood and Queen’s Park has been carried out on the anticipated balances held as at 31st March 2024 and is shown in appendix 1.

Restricted Income Funds

5. Campaign Donations for the Queen’s Park Sandpit and Playground Improvements project represent funds received from the public through donations totalling £14,754 and CIL (Community Infrastructure Levy) funds received from Brent Council totalling £45,000 that were received during the 2023/24 financial year. The project is now almost completed and these funds will be fully utilised on this scheme. Therefore, no changes are recommended to the usage of this restricted income fund.

Unrestricted Funds

6. The unrestricted fund balance of £169,582 is available to be utilised by the committee on behalf of the Trustee in the future. This relates to investments held by the charity in the Charities Pool and should the charity wanted to utilise this reserve, they would need to sell investments in the Charities Pool.

Designated Funds

7. The designated fund has been set aside by the Trustee for the following purposes:
 1. Tangible Fixed Assets This fund is maintained as the total of the fixed assets and heritage asset values held in the balance sheet. This fund is not available to be used for any other purpose.

Proposals

6. Members are asked to note the contents of the report.

Legal implications

7. Under Charity SORP rules designated income funds remain unrestricted income funds that should be applied within a reasonable time, say 1-2 years for the purposes set aside by the Trustee. If the funds were required to be spent over a longer period, then a clear plan and timeline would need to be in place as to when the funds will be spent, and this will need to be a disclosure in the annual accounts per SORP 7.46, which requires disclosure of the likely timing of expenditure of designated income funds in the annual accounts. When funds are not needed, they should be released back to the general fund as free reserves.

Conclusion

8. This report shows the outcome of the details of the designated and restricted income funds of the Highgate Wood and Queen's Park charity. This review has looked at future use and operational staff will review the designated income funds to conduct relevant expenditure in line with the specified purposes over the next two years.

Appendix

- Appendix 1 Review of designated, unrestricted, and restricted reserve funds and proposed changes for Highgate Wood and Queen's Park.

Contact

Pauline Mouskis

Interim Head of Finance

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Appendix 1 HHHWQP committee on 21st May 2024 Highgate Wood and Queen's Park

Review of restricted designated reserve fund

Hampstead Heath, Highgate Wood and Queens Park Committee

Highgate Wood and Queen's Park	Opening Balance 2023/24	2023-24		Transfers 2023/24	Anticipated Balance 31/03/2024	
		Income	Expenditure			
Restricted Income Funds:						
Campaign Donations -	14,754	45,000			59,754	a. Sandpit & Playground Improvements.
Unrestricted Income Funds:						
General Funds	169,582				169,582	
Designated (Unrestricted Income Fund):						
Tangible Fixed Assets (Land, Buildings and Infrastructure)	120,059				120,059	Matched to Fixed asset total in balance sheet. Not available to be used
Total Highgate Wood and Queen's Park	304,395	45,000	0	0	349,395	

a Campaign Donations represents funds received from the public and from through donations and CIL funds from Brent Council for the Queen's Park Sandpit and Playground Improvements project. In total £45,000 was received in the year from Brent and the project is underway.

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 21 May 2024
Subject: Hampstead Heath - Hill Garden Pergola - Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: The City Surveyor	For Information
Report author: Jonathan Cooper (City Surveyors) – AD Head of Surveying & Engineering Projects	

Summary

This report is provided to provide background information on the Hill Garden Pergola, to provide an update its current condition and comment on next steps.

Recommendation(s)

Members are asked to note the report.

Main Report

1.0 Background

1. The Hill Garden Pergola (Pergola) is located within Golders Hill Park on West Heath and was Grade II* listed in 1978. It is a beautiful structure consisting of a high-level walkway approximately 250m long with two sections of stone columns supporting Oak framework linked by a bridge over a footpath.
2. It was designed by Thomas H Mawson for Lord Leverhulme, who owned The Hill House, which is now in private ownership. The pergola was built in three phases from 1905 to 1925. After the death of Lord Leverhulme in 1925, The Hill House was bought by Lord Inverforth, who died in 1955. The Pergola was bequeathed to and used by Manor House Convalescent Hospital, who renamed it Inverforth House. Mawson's association with the Pergola is key to its historic significance.
3. In 1985, the Greater London Council (GLC) purchased the remaining parts of the structure and 1.5 acres of land from the hospital, separating it from Inverforth House. Following the abolition of the GLC in 1986, the London Residuary Body managed the gardens and Pergola for a period. The City of London Corporation then took on the management of the Pergola in 1989.

4. After severe storms in 1987 and 1990 caused considerable damage to the colonnades and timbers, the City Corporation undertook essential repair work to the eastern part; referred to as Section 1. The western section of the Hill Garden, which is referred to as the Colonnade Walkway forms Section 2. See drawing in Appendix A.
5. The Pergola comprises two sections, connected by a bridge: Section 1 has reconstituted stone columns and oak framework along its entire length. The oak framework had two large domes that have been removed due to instability and eight smaller ones remain in place. It has an internal walkway at ground level, along with several internal storerooms. This section was where most of the repairs/restoration was conducted by the City Corporation when ownership was first taken.
6. Section 2 is known as the Colonnade Walkway, with a paved walkway underneath a stone column and oak framework, and stairs into the Hill Garden. It also contains the Belvedere structure consisting of a high-level viewing terrace with amazing views and adjacent open structure with tiled roof. Stairs on either side of the structure lead to ground level, and there are several storerooms underneath.

2.0 Current Position

7. Due to age and weathering, the oak frameworks on both sections of the Pergola has been deteriorating for many years. This deterioration has increased in the last couple of years, partly due to lack of significant funding but also due to the escalation of extreme wet and windy conditions, especially as the Pergola is in an exposed location.
8. Section 2, the Colonnade Walkway, is the most critical element. The oak framework is now extremely rotten and compromising the overall stability of the Colonnade Walkway. The reconstituted stone columns are intrinsically linked to supporting the oak timbers with each element of fabric reliant on the other to remain in situ. It is now reaching a stage where all will have to be removed along with the integral stone columns if no capital funding is forthcoming.
9. Section 1 is also showing signs of deterioration, with the two large domes ('The Temple' and 'Summer Pavilion') both having to be removed at the end of 2022 as following a period of structural monitoring they had become a health and safety risk.
10. The rest of the elements that make up the Pergola, i.e. brickwork, paving and walkways, are in reasonable condition. However, they do require constant restoration and repair works to maintain this status; currently funded within Cyclical Works Programme (CWP).
11. Due to lack of historic maintenance and health and safety concerns, monitoring surveys are conducted twice a year, or more if the weather conditions have been particularly wet and/or windy. Since circa 2019, the Pergola has been closed to the public and staff during these conditions because of the high health and safety

risk. A more extensive survey has recently been commissioned, that should inform future strategies for the Pergola.

12. If appropriate maintenance works are not undertaken to this statutorily protected asset, it will inevitably deteriorate further, risk being added to Historic England's Heritage at Risk Register (HARR), and lead to increased repair costs. Failure to invest in the Pergola may also contribute to the eventual loss of this irreplaceable historic asset while posing a reputational risk to the City Corporation, as well as possible health and safety implications.
13. A briefing note was issued by City Surveyors Department in 2021 to report the then condition of the structure, the outline project need and estimated costs to undertake a capital project to address safety concerns through significant repair/replacement of the structure. Due to central budget pressures at the time, this was never taken forward to a formal bid. Since then, City Surveyors Department has continued to maintain and the structure under its CWP.

3.0 Proposal & Next Steps

14. The City Surveyor can use existing CWP backlog funding to undertake feasibility studies to define programme, refine costs and provide options. This will be complete in around 3 months. Due to the heritage status of the structure, specialist advice is required to ensure the Pergola retains its character and that any proposed works meet statutory conservation policy.
15. In lieu of these surveys, the current estimated cost for a capital project to replace and undertake significant repairs would be in the region of £2m to £4m, this would get the structure in to a maintainable position.
16. CWP recently approved approximately £220,000 of funding to spend on the Pergola over the next five years. This will allow regular monitoring surveys to continue, essential works to be conducted to ensure structural safety, stabilise the structure and hopefully allow the oak framework and columns to be kept in situ until a decision is made on the Pergola's future.

4.0 Conclusion

17. Future funding should be sought to undertake significant repairs and/or replacement of the Pergola. Cyclical Works Programme (CWP) activities to maintain, monitor and stabilise the structure will continue whilst a decision the Pergolas future is in progress. A future bid for more substantial works will be presented by the Environment team in the coming months.

Appendices

- Appendix 1 – Drawing 379-11 AR02

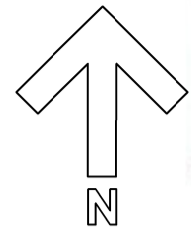
Jonathan Cooper

City Surveyors – Assistant Director - Head of Surveying & Engineering Projects

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E: [jonathan.cooper@cityoflondon.gov.uk]

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Colonnade

SECTION TWO



Bridge over footpath

SECTION ONE



Notes
Do not scale. All dimensions to be checked on site.
Errors to be reported to supervising officer.

This drawing has been created from a scanned image
of a drawing produced by Alan Baxter, Structural Engineers.
Drawing no. 1566/010, dated May 2010.
Therefore the accuracy of the drawing cannot be guaranteed
and we advise that you do not scale from this drawing.

Rev	Drawn	Date

CITY OF LONDON
CITY SURVEYOR'S DEPARTMENT
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Project : THE PERGOLA		Drawing No : PLAN OF SECTIONS 1 & 2	
Scale at A1 : NTS	Drawn by : DRF	Drawing No : 379-11 AR 02	
Des : SH	App :	Revision	
Date : SEP 2011	Pro code UPRN		

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Committee(s) Hampstead Heath Consultative Committee Hampstead Heath, Highgate Woods and Queen’s Park Committee	Dated: 22 April 2024 21 May 2024
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain’s Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Blair Stringman, Town Clerk’s Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a).

Main Report

Urgency Decision: Hampstead Heath Fees and Charges for Financial Year 2024-2025

BACKGROUND:

Fees and charges are regularly shared with various consultative bodies, including the Hampstead Heath Sports & Wellbeing Forum and Hampstead Heath Consultative Committee. Unfortunately, the most recent meeting of the Forum (28 February 2024) occurred after the last scheduled meeting of both the Hampstead Heath Consultative Committee (15 January) and Hampstead Heath, Highgate Wood and Queen’s Park Committee in the current financial year (12 February 2024), meaning that the urgency process was needed in order to both consult with the Forum, and then the Consultative Committee, and achieve implementation of updated fees and charges at the commencement of the new financial year.

It was proposed that the majority of charges be increased by 5% or increased otherwise to align with relevant benchmarks.

RECOMMENDATION(S):

The Town Clerk, in consultation with the Chairman and Deputy Chairman of the committee:

1. Agree, to the proposed fees and charges for financial year 2024-25, as set out in Appendix 1 of the background report.

2. Grant, delegated authority to the Assistant Director (Superintendent) to amend the pricing structure of car parking to allow for charging in shorter increments than is currently possible (two-hour increments for the first four hours, and then one-hour increments thereafter) on a pro rata basis of the parking fees proposed in Appendix 1 of the background report.

Copies of background papers concerning this decision are available from Blair Stringman on request.

Contact:

Blair Stringman

Blair.Stringman@cityoflondon.gov.uk

Committee(s) Hampstead Heath, Highgate Woods and Queen's Park Committee	Dated: 21 May 2024
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain's Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Blair Stringman, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a).

Main Report

Urgency Decision: Highgate Wood and Queen's Park Fees and Charges for Financial Year 2024-2025

BACKGROUND:

An urgency procedure was undertaken to implement the proposed changes before the new financial year commences on 1 April 2024. These proposed fees and charges are for a range of activities and services provided at Highgate Wood and Queen's Park for financial year 2024-25 (1 April 2024 – 31 March 2025).

The increase is in line with inflation and benchmarking and based on main cost recovery, considering that the main costs are salary costs. It is also intended to continue to facilitate participation, taking account the raising costs of living. It is proposed that the majority of charges are increased by 5% or increased to align with relevant benchmarks.

Charges for a wide range of services, recreation and sporting activities provided across the City of London Corporation's open spaces are reviewed annually to ensure that prices and ticket options are relevant and appropriate. The income generated from fees and charges contribute towards the cost of providing sports and recreational facilities across Highgate Wood and Queen's Park.

RECOMMENDATION(S):

The Town Clerk, in consultation with the Chairman and Deputy Chairman of the committee:

1. Agree the proposed fees and charges for financial year 2024-25, set out in Appendix 1 of the main report.

Copies of background papers concerning this decision are available from Blair Stringman on request.

Contact:

Blair Stringman

Blair.Stringman@cityoflondon.gov.uk

Committee(s) Hampstead Heath Consultative Committee Hampstead Heath, Highgate Woods and Queen's Park Committee	Dated: 22 April 2024 21 May 2024
Subject: Decisions taken under delegated authority or urgency powers	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	See Background Report
Does this proposal require extra revenue and/or capital spending?	See Background Report
If so, how much?	See Background Report
What is the source of Funding?	See Background Report
Has this Funding Source been agreed with the Chamberlain's Department?	See Background Report
Report of: Town Clerk	For Information
Report author: Blair Stringman, Town Clerk's Department	

Summary

This report advises Members of action taken by the Town Clerk in consultation with the Chairman and Deputy Chairman, in accordance with Standing Order Nos. 41(a).

Main Report

Urgency Decision: Parliament Hill Athletics Track

BACKGROUND:

Urgency was sought to increase the funding available for the completion of the capital project to resurface the Parliament Hill Athletics Track on Hampstead Heath.

The total estimate of cost of the project (including risk) is £2,397,050 (final agreed cost). The total estimated cost of the project (including risk) has increased by £397,364 (from £1,999,686 to £2,397,050) since the last report to which went to Committee at Gateway 5. The recommended funding source for the increased £397,364 is sourced from the City's Estate (formerly City's Cash) contingency budget and this is for the amount of £76,000 with the remaining £321,364 obtained from the Hampstead Heath City's Estate local risk budget.

That additional budget of £397,364 is required additional works necessary to complete the project. The use of £76,000 of City's Cash 2023/24 contingency budget has previously been approved by the Resource Allocation Sub Committee on 30 November 2023.

Having consulted with the Chamberlain's Department, there are underspends in the revenue local risk budgets which are a one off benefit this year and are being used to fund these costs. This is not to be encouraged longer term, however, for this project

the City Corporation has captured the costs and confirmed that funding is in place to cover them.

The final total agreed cost of the project with the contractor is £2,397,050. This includes budget allowances for the additional works necessary to complete the project totalling £397,364 which exceeds the budget approved at Gateway 5 by £397,364. This is due to a number of unforeseen and unavoidable issues that arose during the lifetime of the project, including a defective sub-surface below the track that was not discovered in pre-project surveys, extremely poor weather that impacted project schedule and costs, a significantly damaged drainage system that was not identified in pre-project surveys, a redesign of floodlight bases due to poor ground conditions, the discovery and encapsulation of asbestos, and work programme delays and resequencing due to the above issues that added additional costs. Despite the overspend, the works are still considered to be good value for money given the technical difficulty and complexity of the project, numerous unforeseeable and unavoidable issues, and the expedited timeline under which it was completed.

RECOMMENDATION(S):

The Town Clerk, in consultation with the Chairman and Deputy Chairman of the committee:

1. To approve, the additional budget of £397,364 for the cost incurred for additional works and resource that were necessary to complete the project;

Copies of background papers concerning this decision are available from Blair Stringman on request.

Contact:

Blair Stringman

Blair.Stringman@cityoflondon.gov.uk

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of the Local Government Act 1972.

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