



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

**Date:** TUESDAY, 20 MAY 2025

**Time:** 4.00 pm

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

**Members:**

John Beyer, Health and Hampstead Society	Pauline Lobo, Ramblers' Association
Councillor Marcus Boyland, London Borough of Camden	Charles Edward Lord, OBE JP (Ex-Officio Member)
Deputy Timothy Butcher	Wendy Mead OBE
Simon Burrows	Councillor Arjun Mittra, London Borough of Barnet
John Foley	Alethea Silk
Matthew Frith, London Wildlife Trust	James St John Davis (Ex-Officio Member)
Alderman Alison Gowman CBE	Victoria Stone, English Heritage
Jason Groves	William Upton KC
Alderman & Sheriff Gregory Jones KC	David Williams

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

# **AGENDA**

NB: Certain matters 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. These information items have been collated in a supplementary agenda pack and circulated separately.

## **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 2025 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. 28.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

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

**For Decision**

6. **MINUTES**

To agree the public minutes and non-public summary of the last meeting held on 4<sup>th</sup> February 2025.

**For Decision**  
(Pages 9 - 22)

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

Report of the Town Clerk.

**For Decision**

### **Hampstead Heath**

8. **\*ASSISTANT DIRECTOR'S REPORT (HAMPSTEAD HEATH)**

Report of the Executive Director, Environment.

**For Information**

9. **FIVE YEAR BUSINESS PLAN (HAMPSTEAD HEATH)**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 31 - 46)

10. **\*HEATH HANDS UPDATE**

To receive a report of Heath Hands.

**For Information**

11. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 47 - 108)

12. **TERMS OF REFERENCE FOR THE NATURAL ENVIRONMENT  
COMPLEMENTARY LAND POLICY AND COMPLEMENTARY LAND USE  
APPRAISAL**

Report of the Executive Director, Environment.

**For Discussion**  
(Pages 109 - 120)

13. **\*TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES –  
PROJECT UPDATE AND GOVERNANCE ARRANGEMENTS FOR  
IMPLEMENTATION PHASE**

Report of the Executive Director, Environment and the Chamberlain.

**For Information**

### **Highgate Wood & Queen's Park**

14. **\*ASSISTANT DIRECTOR'S REPORT (HIGHGATE WOOD)**  
Report of the Executive Director, Environment.  
**For Information**
15. **\*ASSISTANT DIRECTOR'S REPORT (QUEEN'S PARK)**  
Report of the Executive Director, Environment.  
**For Information**
16. **FIVE YEAR BUSINESS PLAN (HIGHGATE WOOD)**  
Report of the Executive Director, Environment.  
**For Decision**  
(Pages 121 - 132)
17. **FIVE YEAR BUSINESS PLAN (QUEEN'S PARK)**  
Report of the Executive Director, Environment.  
**For Decision**  
(Pages 133 - 144)
18. **QUEEN'S PARK WATER PLAY FEATURE**  
Report of the Executive Director, Environment.  
**For Decision**  
(Pages 145 - 154)
19. **\*HIGHGATE WOOD AND QUEENS PARK KILBURN TRUSTEE'S ANNUAL  
REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH  
2024**  
Report of the Chamberlain.  
**For Information**
20. **\*REPORT OF ACTION TAKEN**  
Report of the Town Clerk.  
**For Information**
21. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

**Part 2 - Non-Public Agenda**

23. **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**

24. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the last meeting held on 4<sup>th</sup> February 2025.

**For Decision**  
(Pages 155 - 158)

25. **CYCLICAL WORKS PROGRAMME AT HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

Report of the City Surveyor.

**For Discussion**  
(Pages 159 - 184)

26. **HILL GARDEN PERGOLA**

Verbal update to be presented.

**For Information**

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

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

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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 2025/26**

- 4 (4) Timothy Richard Butcher, Deputy
- 4 (4) John Ross Foley
- 4 (4) Alethea Melody Silk
- 4 (3) Jason Groves
- 8 (3) Gregory Percy Jones KC, Alderman and Sheriff
- 2 (2) Alison Gowman CBE, Alderman
- 9 (1) William Upton KC
- 8 (1) Wendy Mead OBE *for three years*
- 1 (1) Simon Burrows
- 1 (1) David Williams

*Vacancy*

*Vacancy*

Together with six Members to be appointed this day, 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	-	Victoria Stone
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 Consultative Group
  - Queen's Park Consultative Group

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Tuesday, 4 February 2025**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 4 February 2025 at 4.05 pm

### **Present**

#### **Members:**

William Upton KC (Chair)  
John Beyer  
Deputy Timothy Butcher  
John Foley  
Alderman Alison Gowman CBE  
Jason Groves  
Michael Hudson  
Pauline Lobo  
Charles Edward Lord, OBE JP  
Wendy Mead OBE  
Councillor Arjun Mittra  
Eamonn Mullally

#### **In attendance:**

Alethea Silk (attended virtually)

#### **Officers:**

Simon Owen	Chamberlain's Department
Niranjan Shanmuganathan	Chamberlain's Department
Edward Wood	Comptroller and City Solicitor's
Emily Brennan	Environment Department
Andrey Impey	Environment Department
Bill LoSasso	Environment Department
Polly Dunn	Town Clerk's Department
Isaac Thomas	Town Clerk's Department

### **1. APOLOGIES**

Apologies were received from Caroline Haines and Sheriff & Alderman Gregory Jones KC.

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

No declarations were received.

### **3. MINUTES**

3.1 **Draft Minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee**

**RESOLVED** – That, the public and non-public summary of the meeting held on 3 December 2024 be agreed as a correct record.

3.2 **Draft Minutes of Hampstead Heath Consultative Committee**

Members noted the draft public minutes of the Hampstead Heath Consultative Committee held on 14 January 2025.

3.3 **Draft Minutes of the Highgate Wood Consultative Group**

Members noted the draft public minutes of the Highgate Wood Consultative Group held on 14 November 2024.

3.4 **Draft Minutes of the Queen's Park Consultative Group**

Members noted the draft public minutes of the Queen's Park Consultative Group held on 20 November 2024.

Matters Arising

The Chairman requested that officers provide an update concerning the review of the Queen's Park Paddling Pool, which had drawn concern from Queen's Park residents due to being out of operation for the last 6 years. Officers explained that issues with the design and challenges securing funding had made the matter more complex than originally thought, and assured Members that a detailed paper containing costed options to take forward would be brought to the next Committee meeting. Additional resource would be sought should the costs not be adequately covered by the resources available in the budget. Members were also informed that generous offers of fundraising had been made by the local community. Members highlighted the importance of this issue for Queens Park residents and emphasised the need to show local residents that their concerns were being taken seriously.

4. **HAMPSTEAD HEATH SPORTS AND WELLBEING TERMS OF REFERENCE**

The Committee received the 2025 Sports and Wellbeing Forum Terms of Reference.

The Chairman noted that the terms of reference were broadly welcomed by the Hampstead Heath Consultative Committee at their last meeting held on 14 January 2025, with the suggestion that a Member of the Consultative Committee should be appointed to the Sports and Wellbeing Forum.

**RESOLVED** – That, Members:

- Noted the Hampstead Heath Sports and Wellbeing Terms of Reference. .

## 5. **ASSISTANT DIRECTOR'S REPORT (HAMPSTEAD HEATH)**

The Committee received the Assistant Director's report which presented an update on matters relating to Hampstead Heath since the last Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 22 October 2024.

During the discussion, the following points were made:

- a) A Member queried whether previous data pertaining to closures of the Pergola could be provided in order to ascertain whether closures have become more frequent than in previous years. Officers responded that this data was captured by the arboriculture team and used to inform the wider operational and policy approach. Officers indicated that data from the last 2-3 years could be brought back to the Committee at a future meeting.
- b) A Member commended the installation of additional PVs to increase the number of solar panels on the Lido roof at Parliament Hill and suggested that the Environment Department should consider whether other assets across Hampstead Heath, Highgate Wood and Queens Park would be suitable for this sort of investment. The Member drew attention to the considerable amounts of money being spent on energy and raised the potential benefits of reducing long term costs and carbon emissions. Officers responded that the Energy Team, Climate Team and City Surveyors were in regular conversation regarding where best to install energy efficient infrastructure. Officers highlighted that the Lido was a clear objective given that it was the largest building on the Heath. Officers also drew attention to budget constraints but noted that progress was made to gather funds for environmental improvements to lodges, with the effect of improving living standards, rentability, and reducing the climate footprint.
- c) The Chairman queried whether the repairs to the sauna, which saw it out of use for almost 3 months, had impacted usage of the Lido. The Chairman also questioned whether this had affected income and whether it could be afforded for this to happen again. Officers explained that the repair had impacted use of the Lido necessitating that repairs were carried out as quickly as possible to prevent closure over the winter period during which its popularity had tended to peak.
- d) The Chairman took the opportunity to welcome Andrew Impey, the new Deputy Director of Natural Environment at the Corporation, to the Committee.

**RESOLVED** – That, Members –

- Noted the report and its contents.

## 6. **RISK MANAGEMENT UPDATE REPORT**

The Committee considered the report of the Executive Director, Environment concerning the risk management procedures in place within the Environment Department and its Natural Environment Division.

**RESOLVED** – That, Members –

- Confirmed, on behalf of the City Corporation as Trustee, that the Summary Risk Registers appended to the report satisfactorily identified the key risks to each of the charities and that appropriate risk management processes are in place.

**7. BUDGET ESTIMATES 2025/26 – HAMPSTEAD HEATH CHARITY**

*This item was discussed following the discussion of Item 14, which concerned the Operational Finance Progress Report 2024/25.*

Members considered a joint report of the Chamberlain and Executive Director, Environment concerning the revenue and capital budgets for Hampstead Heath charity for 2025/26, for subsequent submission to Finance Committee.

During the discussion, the following points were made:

- a) Officers highlighted an error on the expenditure table (Table 1) provided on page 87 of the report and informed Members that the fourth column on the 'Central Risk' row should read 1,226 rather than 1,126 as it was written in the report. Officers apologised for the error and assured Members that the rest of the figures, including the totals, provided in the table were correct.
- b) A Member drew attention to the disparity between the total net expenditure shown on pages 87 (4,031) and 214 (4,336) of the report. Officers responded that due to the timing of the individual reports, it was agreed that the learning recharges would not be included in the 2024/25 budget for Hampstead Heath, which explained the disconnect between the two reports. Officers added that learning budget would not be recharged to Hampstead Heath as it was more of an accounting mechanism and there were no direct recharges to the charities, but the way it had been presented seemed to imply it was. It was confirmed that the confusing reporting mechanism had been removed going forward.
- c) A Member queried what works fell under the Cyclical Works Programme (CWP). Officers responded that a schedule of works would be provided to Members following the meeting and informed Members that a coordination process was being developed with City Surveyors to enable delivery.
- d) The Chairman suggested that the budgets could not be approved at the meeting without information being provided on the Cyclical Works Programme. The Town Clerk informed the Committee of the option to delegate approval of the budgets to the Town Clerk, in consultation with

the Chairman and Deputy Chairman, subject to the changes to the Cyclical Works Programme. Members of the Committee were content with this approach.

- e) A Member indicated that, for future reference, it would be useful for the Committee to have a better understanding of the Cyclical Works Programme and suggested that the City Surveyor should be invited to future meetings.

**RESOLVED – That, Members:**

- i) noted the latest revenue budget for Hampstead Heath charity for 2024/25;
- ii) agreed that authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to review and approve the proposed revenue budget for 2025/26 for Hampstead Heath for submission for approval by the Finance Committee;
- iii) agreed that authority be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman to review and approve Hampstead Heath's capital and supplementary revenue project budgets for 2025/26 for submission for approval by the Finance Committee; and
- iv) agreed that authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree that amendments for 2024/25 and 2025/26 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

**8. HAMPSTEAD HEATH FEES AND CHARGES FY'2025-26 (1 APRIL 2025 – 31 MARCH 2026)**

The Committee considered the report of the Superintendent concerning the annual review of fees and charges on Hampstead Heath and proposed fees and charges for financial year 2025-26.

During the discussion, the following points were raised:

- a) A Member queried why reduced rates were offered to schools. Officers responded that as the schools were struggling with their budgets, the reduced rate was added to ensure that they would remain accessible to young people, which has been practice for many years.

**RESOLVED – That, Members:**

- Approved the update to the existing fees and charges for financial year 2025-26 (1 April 2025 – 31 March 2026).

## 9. RE-OPENING OF FORMER TENNIS HUT AT PARLIAMENT HILL

The Committee considered the report of the Volunteer Coordinator which provided an overview of the pilot re-opening of the former Tennis Booking Hut at Parliament Hill.

During the discussion, the following points were raised:

- a) The Chairman queried whether the Tennis Hut was to be staffed by City Corporation officers, or by the Heath Hands and volunteers. Officers suggested that staffing would likely reflect a balance of both, but this would depend upon the resources available.
- b) Officers from the Comptroller and City Solicitor's Department advised the Committee that the recommendation should be amended to authorise one or more named officers (rather than officers generically).

**RESOLVED – That, Members:**

- Authorised the Superintendent to agree terms with Heath Hands to occupy and reactivate the Tennis Hut and authorised the Comptroller and City Solicitor to complete any necessary documentation.

## 10. PROJECT PRIORITISATION PROCESS

*This item was discussed in conjunction with Item 12, which concerned the Five-Year Business Plan for Hampstead Heath.*

The Committee received the Natural Environment Director's report which proposed a project prioritisation process that would inform the development and implementation of the five-year business plan.

During the discussion, the following points were raised:

- a) The Chairman informed the Committee that an updated project prioritisation criteria and weighting table (Addendum Pack 2) with a new maximum score of 43 had been circulated to Committee Members by email ahead of the meeting. The Chairman explained that the updated criteria and weighting scoring was to supersede the prioritisation scores that were contained in the report.
- b) Officers reminded the Committee that this paper was for decision, rather than for discussion as suggested by the report. Subject to the Committee's agreement, Officers proposed to begin the prioritisation process by applying the prioritisation criteria to the long list of projects in the five-year business plan (not including business as usual and essential projects). This process would enable officers to create a prioritised list and to assign

the appropriate levels of resourcing needed. Officers explained that this paper was aimed as a starting point and informed Members that a report would be brought back to the Committee on the process so far, detailing a list of above the line projects covered by existing resources and projects further down the list of priorities that would require further resources for delivery. Members' feedback and suggestions were welcomed.

- c) The Chairman reiterated to the Committee that the prioritisation process was not a decision-making process of which projects would be delivered and reassured Members that projects on the lower end of the list of priorities could still be delivered.
- d) A Member queried the applicability and weighting given to the criteria regarding whether a project would support Corporate Plan outcomes or the delivery of the Natural Environment Strategies. It was suggested that the desired outcomes of the Corporate Plan and Natural Environment Strategies may not always be relevant to the best interests of the charity. Officers reassured Members that the Corporate Plan outcomes listed in the criteria were high level strategic priority areas that were relevant to North London open spaces and that these were developed with charity objectives in mind. It was intended that open spaces were represented on the Corporate Plan and that there was alignment between strategies and plans. This was the same case with the Natural Environment Strategies. Officers gave assurance that the criteria could be reviewed and adjusted according to Members' view.
- e) A Member inquired about the 'Has funding been secured?' criteria and pointed out that funding usually cannot be secured until a project is finalised and costed. The Member advised that this could create difficulty as officers would not look to fund projects that are not on the radar or assigned any priority. The Committee requested that the wording for this priority be amended to 'Would funding be secured?' and officers responded that this would be updated accordingly.
- f) A Member suggested that money being spent at the lower level should be delegated to the Superintendent for greater efficiency. Officers agreed with this approach from a management perspective.

**RESOLVED** – That, Members:

- Approved the proposed project prioritisation criteria and process for Hampstead Heath, Highgate Wood and Queen's Park Committee.

## **11. HAMPSTEAD HEATH DOG SWIMMING AND PESTICIDE INTRODUCTION**

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

During the discussion, the following points were raised:

- a) Members acknowledged the potential challenges that could arise by prohibiting dogs from swimming in those Hampstead Heath ponds where they were currently allowed.
- b) Members advised that more information signposting was needed at Hampstead Heath to better educate and inform the public of the environmental risks posed by dog swimming and the consequent introduction of pesticides into ponds. Members were hopeful that this research would help raise awareness among dog owners.
- c) A Member asked whether officers could provide more information about the effects of pesticides downstream from the ponds that are used for dog swimming. Officers explained current research indicated that chemicals broke down quickly as they passed further downstream, but it was unknown at this stage whether the by-products were less harmful.

**RESOLVED** – That, Members:

- Noted the report and the findings of the references study and discussed potential future options.

## 12. **FIVE-YEAR BUSINESS PLAN (HAMPSTEAD HEATH)**

*This item was discussed in conjunction with Item 10, which concerned the Project Prioritisation Process.*

The Committee received a report of the Superintendent providing a working draft of the first five-year business plan for Hampstead Heath.

During the discussion, the following points were made:

- a) A Member commended officers for the work that was put into creating a Five-Year Business Plan and noted that it was helpful to have all projects and priorities in one place. In light of the Natural Environment Charity Review (NECR), the Member advised that there was an opportunity to look at bigger questions around commercial activity on the Heath, such as opportunities to raise funds, upgrade the current café provision and making the Heath as self-sustaining as possible.
- b) A Member queried why many of the prioritisation scores and total budgets were still to be confirmed. Officers responded that this was because, at this stage, the Draft Business Plan was intended to provide a general direction of travel. Officers clarified that scores and budgets would be assigned in the coming months, and also stated that efforts were being made by the Natural Environment Division to recruit a candidate with inhouse fundraising expertise.

**RESOLVED** – That, Members:

- Reviewed the draft Hampstead Heath five-year business plan.

**13. HAMPSTEAD HEATH TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

The Committee received a report of the Chamberlain presenting the Trustee's Annual Report and Financial Statements for the year ended 31 March 2024 for Hampstead Heath.

During the discussion, the following points were raised:

- a) A query was raised regarding the lateness of the report. Officers explained that the report was delayed due to a wait for some voluntary information.

**RESOLVED** – That, Members:

- Noted the Trustee's Annual Report and Financial Statements for the 2023/24 Financial Year.

**14. OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (QUARTER 3 APRIL - DECEMBER) - HAMPSTEAD HEATH**

The Committee received a report of the Chamberlain concerning the Hampstead Heath charity's revenue operating budget position, projected year-end outturn, live capital projects and outstanding debt position.

**RESOLVED** – That, Members:

- Noted the content of the report and its appendices.

*At this point, the Chairman sought approval from the Committee to continue the meeting beyond two hours from the appointed time for the start of the meeting, in accordance with Standing Order 40, and this was agreed.*

**15. ASSISTANT DIRECTOR'S REPORT (HIGHGATE WOOD)**

The Committee received a report of the Superintendent providing an update on matters relating to Highgate Wood since the last Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 22 October 2024.

**RESOLVED** – That, Members:

- Noted the report.

**16. ASSISTANT DIRECTOR'S REPORT (QUEEN'S PARK)**

The Committee received a report of the Superintendent providing an update on matters relating to Queen's Park since the last Committee on 22 October 2024.

**RESOLVED** – That, Members:

- Noted the report.

**17. BUDGET ESTIMATES 2025/26 - HIGHGATE WOOD & QUEEN'S PARK CHARITY**

The Committee considered a joint report of the Chamberlain and Executive Director, Environment concerning the revenue and capital budgets for Highgate Wood and Queen's Park charity for 2025/26, for subsequent submission to Finance Committee.

During the discussion, the following point was raised:

- a) The Committee agreed that further information on the Cyclical Works Programme was needed before the budgets could be approved. Members agreed to delegate authority to the Town Clerk in consultation with the Chairman and Deputy Chairman.

**RESOLVED – That, Members:**

- i) noted the latest revenue budget for Highgate Wood & Queen's Park charity for 2024/25;
- ii) agreed that authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to review and approve the proposed revenue budget for 2025/26 for Highgate Wood & Queen's Park for submission for approval by the Finance Committee; and
- iii) agreed that authority be delegated to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to agree that amendments for 2024/25 and 2025/26 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capita charges during budget setting be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

**18. HIGHGATE WOOD FEES AND CHARGES FY'2025-26 (1 APRIL 2025 – 31 MARCH 2026)**

The Committee considered the report of the Superintendent concerning the annual review of fees and charges on Highgate Wood and proposed fees and charges for financial year 2025-26.

**RESOLVED – That, Members:**

- Approved the update to the existing fees and charges for financial year 2025- 26 (1 April 2025 – 31 March 2026).

**19. QUEEN'S PARK FEES AND CHARGES FY'2025-26 (1 APRIL 2025 - 31 MARCH 2026)**

The Committee considered the report of the Superintendent concerning the annual review of fees and charges on Queen's Park and proposed fees and charges for financial year 2025-26.

**RESOLVED** – That, Members:

- Approved the update to the existing fees and charges for financial year 2025- 26 (1 April 2025 – 31 March 2026).

**20. FIVE-YEAR BUSINESS PLAN (HIGHGATE WOOD)**

The Committee received a report of the Superintendent providing a working draft of the first five-year business plan for Highgate Wood.

**RESOLVED** – That, Members:

- Reviewed the draft Highgate Wood five-year business plan.

**21. FIVE-YEAR BUSINESS PLAN (QUEEN'S PARK)**

The Committee received a report of the Superintendent providing a working draft of the first five-year business plan for Queen's Park.

**RESOLVED** – That, Members:

- Reviewed the draft Queen's Park five-year business plan.

**22. OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (QUARTER 3 APRIL - DECEMBER) - HIGHGATE WOOD & QUEEN'S PARK**

The Committee received a report of the Chamberlain concerning the Highgate Wood & Queen's Park charity's revenue operating budget position, projected year-end outturn, live capital projects and outstanding debt position.

**RESOLVED** – That, Members:

- Noted the content of the report and its appendices.

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

No questions were raised relating to the work of the Committee.

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

As it was the final meeting of the municipal year, a Member took the opportunity to extend their gratitude to the Chair, Vice-Chair, Members and officers for their hard work over the last year.

**Appointment of a Member to the Hampstead Heath Consultative Committee**

**RESOLVED** – That, Members:

- Appointed Ella Mitchell, nominated by Hampstead Rugby Club, as a Member of the Hampstead Heath Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

**25. 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.

**26. NON-PUBLIC MINUTES**

**a) Draft Non-Public Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee**

**RESOLVED** – That, the non-public minutes of the meeting held on 3 December 2024 be agreed as a correct record.

**b) Draft Non-Public Minutes of Hampstead Heath Consultative Committee**

**RESOLVED** – That, the non-public minutes of the meeting held on 14 January 2025 be agreed as a correct record.

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

No questions were raised in non-public session on matters relating to the work of the Committee.

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

One item of other business considered urgent were discussed whilst the public were excluded.

**The meeting ended at 6.49 pm**

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Chairman

**Contact Officer: Callum Southern**  
**Callum.Southern@cityoflondon.gov.uk**

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## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath, Highgate Wood and Queen's Park Committee – For Decision	<b>Dated:</b> 20/05/2025
<b>Subject:</b> Appointment of Sub-Committees, Consultative Committees and Groups and Representatives on Other Bodies	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>provides business enabling functions</li> </ul>	N/A
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Ian Thomas CBE, Town Clerk & Chief Executive
<b>Report author:</b>	Callum Southern, Governance Officer

### 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)

Members are asked to:

- Note the terms of reference and composition of the Hampstead Heath Consultative Committee;
- Appoint a Member to serve on the Hampstead Heath Consultative Committee, alongside the Chairman
- Agree the terms of reference and composition of the Highgate Wood and Queen's Park Consultative Groups;

- Appoint up to three Members of this Committee to serve on both the Highgate Wood and Queen's Park Consultative Groups;
- Appoint a local representative from this Committee to observe meetings of the Natural Environment Board;
- 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.

## **Appendices**

- Appendix 1 – Hampstead Heath, Highgate Wood and Queen's Park Consultative Committees and Groups: Terms of Reference and Composition
- Appendix 2 – 2024/25 Appointments

### **Callum Southern**

Governance Officer, Town Clerk's Department

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## **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

## **Appendix 2 – 2024/25 Appointments**

### **Hampstead Heath Consultative Committee**

- William Upton KC (Chairman)
- Councillor Marcus Boyland (London Borough of Camden)

### **Highgate Wood Consultative Group**

- Jason Groves (Chairman)
- William Upton KC

### **Queen's Park Consultative Group**

- William Upton KC (Chairman)
- Alethea Silk (Deputy Chairman)

### **Natural Environment Board**

- William Upton KC (Chairman) attends in an ex-officio capacity.
- Sheriff & Alderman Gregory Jones KC attends in an ex-officio capacity.

### **Keats House Consultative Committee**

- No appointments

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## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath Consultative Committee (for information)  Hampstead Heath, Highgate Wood, and Queen's Park Committee (for decision)	<b>Dated:</b>  29 April 2025  20 May 2025
<b>Subject:</b> Five-year Business Plan (Hampstead Heath)	<b>Public report:</b> For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business-enabling functions</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	Spending is and will be as per approved annual and supplemental budgets
<b>If so, how much?</b>	Spending is and will be as per approved annual and supplemental budgets
<b>What is the source of Funding?</b>	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes, where spending is planned
<b>Report of:</b>	Katie Stewart, Executive Director Environment
<b>Report author:</b>	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

## **Summary**

This report provides an updated draft of the first five-year business plan for Hampstead Heath. As previously noted to the committees, this mandated new and longer-term planning effort will be refined over the course of the next two years.

## **Recommendation(s)**

Members are asked to:

- Hampstead Heath Consultative Committee: Review the Hampstead Heath five-year business plan provided at Appendix 1 and provide any comments
- Hampstead Heath, Highgate Wood, and Queen's Park Committee: Review and approve the Hampstead Heath five-year business plan provided at Appendix 1

## **Main Report**

### **Background**

1. As previously reported to the committees, the City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams for Hampstead Heath over a five-year period and will show how and when the various workstreams will be resourced and delivered.
2. Business planning for NLOS is complex and has become more complex in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (eg, City Surveyor's Department programmes and the Climate Action Strategy).
3. The development of a five-year business plans will support central planning, delivery, and reporting on these numerous workstreams across four sites for our NLOS sub-division, as well as better time management for Officers.
4. The five-year Business Plan will be updated annually to reflect changes in priorities and resources. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.

5. The five-year Business Plan for Hampstead Heath (Appendix 1) lists proposed prioritised workstreams to deliver on the charitable obligations and ten priorities of the Hampstead Heath Management Strategy. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for the Heath, and progress against them will be reported.
6. The Hampstead Heath five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on our year resources and circumstances becomes clearer.
7. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.
8. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of the Heath.
9. The draft five-year Business Plan currently focuses on 2025-26 and 2026-27. The plan will be further developed over time as greater clarity on future years' resources becomes available, Officers complete the project prioritisation process as needed, and Officers develop estimates on the resourcing needed to deliver sought workstreams.
10. Estimating the resourcing devoted to workstreams, both at Hampstead Heath and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at Hampstead Heath (eg, Rangers working exclusively at Hampstead Heath), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.

## **Corporate & Strategic Implications**

### **Strategic implications**

11. The Hampstead Heath five-year Business Plan will further the Hampstead Heath Management Strategy Outcomes and Priorities, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

### **Financial implications**

12. Activities in the five-year Business Plan will be planned to meet the existing local risk of Hampstead Heath.

### **Resource implications**

13. Officers managing Hampstead Heath are operating in a resource-constrained environment. The five-year Business Plan will support better alignment of workstreams within available resourcing to better articulate what is and is not possible to be delivered by Officers in any given year.

### **Legal implications**

14. The City Corporation as the charity Trustee is responsible for ensuring that the Hampstead Heath charity fulfils its charitable purpose, which is the "preservation of Hampstead Heath for the recreation and enjoyment of the public". The five-year Business Plan will assist the delivery of the Hampstead Heath Management Strategy and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity, The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

### **Risk implications**

15. Activities within the business plan are assessed within the Hampstead Heath Risk Register.

### **Equalities implications**

16. The Heath Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected. The Strategic Outcomes that "The Heath is inclusive and welcoming to a diverse range of visitors" will be furthered by the five-year Business Plan.
17. Activities within the business plan have or will have equalities impact assessments where relevant and appropriate.

### **Climate implications**

18. Several of the activities with the five-year Business Plan are specifically to address climate-related issues.

## Security implications

19. Relevant security risks are assessed with the Hampstead Heath Risk Register.

## Conclusion

20. A first five-year Business Plan is being developed to prioritise workstreams at Hampstead Heath. The plan lists proposed prioritised workstreams to deliver on the charitable obligations and ten priorities of the Hampstead Heath Management Strategy and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the charity to articulate its priorities in a resource-constrained environment and agree with confidence the activities that will occur on the Heath in any given year with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

## Appendices

- Appendix 1: Five-year Business Plan for Hampstead Heath

## Background Papers

- None

## Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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# APPENDIX 1: FIVE-YEAR BUSINESS PLAN (Hampstead Heath)

ACTIVITY	ACTIVITY DESCRIPTION	HAMPSTEAD HEATH MANAGEMENT STRATEGY  PRIMARY OUTCOME FURTHERED	HAMPSTEAD HEATH MANAGEMENT STRATEGY  PRIMARY PRIORITY FURTHERED	ANTICIPATED YEARS WORKSTREAM OCCURS					FUNDING SOURCE	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
				2025-26	2026-27	2027-28	2028-29	2029-30		1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
Sheep on the Heath	Host grazing sheep on the Heath in calendar year 2025 as part of exploring opportunities to re-establish traditional management techniques such as conservation grazing.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	X		X	X			X	X		X
Veteran and ancient tree long-term plan	Develop a long-term plan for the protection and succession of our veteran and ancient trees.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)			X		X	X	X			X
Pesticides in dog swimming ponds	Review the results of the recent study on the presence of pesticides in dog swimming ponds and initiate appropriate actions, as part of work to proactively monitor and manage invasive species, pests and disease, pollutants and impacts of climate change.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)			X	X	X	X	X	X		
Flood mitigation	Engage with Barnet and Camden Council on potential flood mitigation measures on the Heath to improve the contribution of the Heath to flood risk management in the surrounding residential areas.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						External			X	X	X	X	X		X	
Leaky dams	Create up to 70 leaky dams on the Heath streams to slow down flow of water, mitigate flooding risk, and create new habitats.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Climate Action Strategy			X	X	X	X	X		X	
New ponds	Create up to 11 new small ponds of varying in size to mitigate flooding risk on and off the Heath, and to create habitat.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Climate Action Strategy			X	X	X	X	X		X	

Wildlife Island at Model Boating Pond	Creation of the wildlife preserve island at the Model Boating Pond and installation of reedbeds as part of the project.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes					External			X	X	X	X	X	X	X	
Wildfire preparedness	Train staff in preventive measures and preparedness for wild fires given the existing and increased risk of fires on the Heath.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes					Climate Action Strategy			X	X	X		X		X	
Squirrel impact survey (contractor)	Complete an external survey via the Climate Action Strategy to survey damage caused by grey squirrels	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes					Climate Action Strategy			X		X		X		X	
Ponds aeration	Installation of water aeration equipment on ponds to protect ecology of the ponds and Heath and to protect the income stream from pond swimming.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes					Local Risk (Hampstead Heath Charity)			X	X	X	X	X	X	X	X
Reduced Amenity Mowing	Review the existing reduced amenity mowing scheme and previous recommendations to determine if there is potential for expansion of scheme	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes					Local Risk (Hampstead Heath Charity)			X	X	X		X	X	X	
Hill Garden Pergola restoration	Develop a plan to restore the Hill Garden Pergola, including submitting an Expression of Interest for the National Lottery Heritage Fund, and if successful, proceed with next stage applications with NLHF.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained					TBC (currently unfunded)			X	X	X	X		X	X	X
Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding the Heath to ensure priority views and vistas of historic and cultural value are managed and proactively participate in local planning processes to resist development that would be detrimental to the landscape character, ecology and hydrology of Hampstead Heath and its environs.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained					Local Risk (Hampstead Heath Charity)	X		X	X	X	X	X	X	X	X

Camden Wildlife Corridor	Continue to support creation of a Camden Wildlife Corridor to connect existing and potential habitats areas with the Heath as an anchor site, and to engage with local planning processes to monitor potential impacts of development proposals on the Heath's natural assets and qualities.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained		External			X	X			X					
Review of wayleaves on the Heath	Complete a review of existing wayleaves on the Heath to safeguard the Heath boundary by managing wayleaves, licences and covenants	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained		Local Risk (Hampstead Heath Charity)			X		X		X	X	X			
Review of Ponds Conservation Plan and Pond and Wetlands Plan	Review, and update where necessary, the existing Ponds Conservation Plan and Ponds & Wetlands Plan and implement changes as appropriate to establish a system of management zones across the Heath that sets out conservation objectives and defines areas or sites containing values that may be vulnerable to impacts.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values		Local Risk (Hampstead Heath Charity)			X	X	X		X	X	X			
Implement Safe 365	Continue the review and update of documents and activities to guide the safe and efficient running of the Heath with the City Corporation's new Safe 365 platform.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values		Local Risk (Hampstead Heath Charity)				X	X				X			
Signage audit, replacement, and improvement	Complete the signage audit (2025-26) and repair and replace signs as funding permits.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values		Local Risk (Hampstead Heath Charity)	X		X	X	X		X	X	X	X		
Review of Commercial Dog Walking License Scheme	Review the Terms & Conditions of the current scheme, review operation of the scheme to date, and propose and implement changes if/as needed	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values		Local Risk (Hampstead Heath Charity)			X	X	X		X	X	X			

Review of Golders Hill Park Zoo strategy	Review and update the Golders Hill Park Zoo Strategy and continue with implementation to move towards a more sustainable Zoo collection which reflects wildlife in Britain and current and historic relationships with the Heath.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)				X	X		X	X	X
Hampstead Heath Sports & Wellbeing Forum	Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum as part of work to work with local partners to sustain a range of experiences, activities and sports that offer broad appeal to a wide range of people	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X			X	X	X		X	X
Leisure Management System for swimming	Build, test, communicate, and launch the Leisure Management System - a new digital booking system for swimming areas/facilities on the Heath (that if successful will be expanded to other Heath booking needs over time), to improve access and opportunities to engage in sport.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X			X	X			X	X
Natural Environment Learning Team Agreement	Complete an agreement with the Natural Environment Learning Team to support their provision of continued learning activities on the Heath to continue to develop and expand our Learning, Heritage and Volunteer programmes, and ensure our learning and volunteering programmes continue to promote outreach across communities with opportunities for engagement for all.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X		X	X	X		X	X	X

Audit of Heath accessibility	Perform a self-audit of access challenges on the Heath to sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences on the Heath, and to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised, and ensure facilities and activities are welcoming, accessible to all, affordable and promote inclusion.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X			X				X	X	
Events prospectus	Complete a public-facing document to highlight potential event and activity sites on the Heath for community and commercial use, inclusive of relevant information on pricing and permitted uses.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X
Parliament Hill Improvement Projects	Officers will explore potential funding sources for these previously proposed projects in 2025-26 and beyond.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	X			X	X	X	X	X	X	
Golders Hill Park Playground / Sandpit	Complete improvements to the Golders Hill Park Playground / Sandpit now that Barnet Council applicaiton for NCIL funding has been successful	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Heath) + External	X			X	X	X		X	X	
Parliament Hill Lido review	Review use of non-swimming areas of Parliament Hill Lido to ensure best use of the building	B. The Heath enriches our lives	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						TBC (currently unfunded)	X			X	X	X		X	X	
Saunas	Review use of sauna at Parliament Hill Lido and appropriateness of use at other swimming areas	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)				X	X			X	X	
Winter swimming at Mixed Pond	Review seasonal use of the Mixed Pond and determine if all-year round use of the pond is needed to meet growing demand for pond swimming.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X			X	X			X	X	

Parliament Hill Lido review	Review use of non-swimming areas of Parliament Hill Lido to ensure best use of the building	B. The Heath enriches our lives	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values					TBC (currently unfunded)	X			X	X	X		X	X	
Saunas	Review use of sauna at Parliament Hill Lido and appropriateness of use at other swimming areas	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					Local Risk (Hampstead Heath Charity)				X	X			X	X	
Winter swimming at Mixed Pond	Review seasonal use of the Mixed Pond and determine if all-year round use of the pond is needed to meet growing demand for pond swimming	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	
Playgrounds	Develop a best practice guide for the NLOS playgrounds	B. The Heath enriches our lives	10. Responsible management					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	
Heath webpage audit	Complete the audit of the Heath webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info, to improve access to information on the Heath and online about opportunities to engage in volunteering or other activities.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	
Community Engagement Toolkit	Develop a 'Community Engagement Toolkit' to guide engagement efforts on the Heath on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice. This will encourage staff, volunteers and partners to be 'ambassadors' who are visible, proactively seek insights into the needs of Heath visitors, including the barriers affecting different groups, continue to build and grow positive relationships with stakeholders, embed transparency and effective engagement into the Management Framework and consultative processes, and develop information, communication and engagement	C. The Heath is inclusive and welcoming	5. Increasing social inclusion					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X

Launch Golders Hill Park Zoo experiences	Launch the Zoo Experiences at Golders Hill Park, including the 'Keeper Experience' and the 'Feeding Experience', and complete any remaining preparations to do so. Once launched, continue to deliver programme as part of BAU.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion						Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X
Review weddings on Hampstead Heath	Review reintroduction of weddings on the Heath and review previous hosting of weddings on Hampstead Heath, secure needed permits/license, and re-initiate hosting of weddings at approved locations	C. The Heath is inclusive and welcoming	5. Increasing social inclusion						Local Risk (Hampstead Heath Charity)	X			X	X	X		X	X	
Bike racks at ponds	Install bike racks at Men's and Mixed Ponds	C. The Heath is inclusive and welcoming	8. Visitor behaviour is pro-environmental						Local Risk (Hampstead Heath Charity)	X			X	X				X	
Natural Environment Charity Review	Continue to work with the Charity Review Team on due diligence and preparatory work to support the Charity Review as it relates to Hampstead Heath.	D. Together we care for the Heath	10. Responsible management						Charity Review	X		X	X	X	X	X	X	X	X
Parliament Hill Tennis Hut reactivation	Support Heath Hands in reactivating the Parliament Hill Tennis Hut as per HHHWQP committee report of 3 February 2025.	D. Together we care for the Heath	7. Increased sense of collective ownership and personal responsibility						Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X
Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	D. Together we care for the Heath	7. Increased sense of collective ownership and personal responsibility						Local Risk (Hampstead Heath Charity)				X	X	X		X	X	
Develop relationship with Metropolitan Police	Continue to develop the relationship with the Metropolitan Police via the Constabulary, West Heath working group, and active attendance at Met-hosted meetings to ensure our staff and visitors feel safe and secure on the Heath.	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect						Local Risk (Hampstead Heath Charity)	X			X	X				X	
Health & Safety issues on West Heath	Reactivate a working group to address the documented health and safety issues on West Heath and implement other operational measures in response	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect						Local Risk (Hampstead Heath Charity)	X		X	X	X		X	X		

Constabulary	Complete new training and induction programme for all Constables	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect					<select>	X			X	X			X	X	
Cafes	Complete the remarketing and releasing of the cafes at all five NLOS locations	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)	X			X	X	X		X		X
Hedgehog research	Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities to continue to work with partner organisations to explore options for effective conservation management,	D. Together we care for the Heath	10. Responsible management					External			X				X	X	X	
Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)					X			X		
Review of licenses and agreements	Review existing licenses, agreements and uses of the Heath to ensure that all necessary agreements are modern, appropriate, and in place	D. Together we care for the Heath	<select>					Local Risk (Hampstead Heath Charity)	X		X	X	X		X	X	X	X
Weather stations	Install mini weather stations on the Heath to provide additional data and intelligence to inform operational response during extreme weather/wind events	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)			X	X	X			X		
Review of angling	Review use of bank of swimming ponds for angling and use of bivvys for overnight swimming and report to Committee in due course	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)			X		X		X	X	X	

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by Heath and NLOS staff.

Annual Work Plan ("Business as Usual")	The Annual Work Plan is not a part of this Five-year Business Plan. It is, however, the bulk of work undertaken by officer and is included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)	X		X	X	X	X	X	X	X	X
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Cyclical Works Programme (City Surveyor's Dept)	Numerous workstreams. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.	D. Together we care for the Heath	10. Responsible management		Cyclical Works Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X	X
Reactive Building Repairs & Maintenance Programme (City Surveyor's Dept)	Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.	D. Together we care for the Heath	10. Responsible management		Reactive Bldg Repairs & Maint Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X	X
Heath Hands	Numerous workstreams. Continue to support Heath Hands' work on Hampstead Heath in alignment with the new five-year agreement.	D. Together we care for the Heath	10. Responsible management		Heath Hands and Local Risk	X		X	X	X	X	X	X	X	X	X

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## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath, Highgate Wood and Queen's Park Committee	<b>Dated:</b> 20/05/2025
<b>Subject:</b> Risk Management Update Report	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	<b>Corporate Plan Outcomes:</b> Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment <b>Business enabling functions:</b> Risk Management
<b>Does this proposal require extra revenue and/or capital spending?</b>	No
<b>If so, how much?</b>	N/A
<b>What is the source of Funding?</b>	N/A
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	N/A
<b>Report of:</b>	Katie Stewart, Executive Director Environment
<b>Report author:</b>	Joanne Hill, Environment Department

### Summary

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

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

Each of the charities holds a risk register which is summarised in the main body of this report and provided in full at Appendix 1 or 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 each of 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 registers for Hampstead Heath and for Highgate Wood and Queen's Park are summarised in the main body of this report and the detailed registers are provided at Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.

## Current Position

7. Since the last report to your Committee, one new risk has been added to the register of each charity as follows:

**Work related stress** – Many members of staff are currently experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score has been assessed as Red 16 (likely to occur with a major impact).

Senior Management are actively working to address this risk and are undertaking a range of actions, including refining the business plan process to better prioritise workstreams; reviewing staff rotas; seeking funding for additional staff resource; and liaising with HR and Occupational Health to provide staff with appropriate support. It is hoped that these actions will initially reduce the risk score to Amber 12 (possible / major impact). Other actions will then be identified to reduce the score further.

8. For both charities, the other two highest risks remain the 'Decline in condition of assets' and 'Impacts of anti-social behaviour on staff and site', both of which are scored at Red 16 (likely to occur, with a major impact).
  - a. **Decline in condition of assets** – There are ongoing concerns about inadequate repair and maintenance of the charities' built assets. Officers are working closely with colleagues in the City Surveyor's Department to assess, allocate and prioritise funding to areas of most need. However, some priority works are underway or have recently been completed: these include important electrical works at Hampstead Heath, and toilet refurbishment works at Hampstead Heath and Queen's Park. Asset registers for built assets are also undergoing review. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
  - b. **Impacts of anti-social behaviour on staff and site** – A departmental approach to tackle abuse of staff, including rapid reporting of incidents, is being developed. A local process has also been implemented to ensure recording of all incidents, and training on conflict management has been provided to front-line staff. 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 and supplemental security resource is engaged where necessary, this includes additional security staff for Hampstead Heath Lido over the upcoming peak summer season. It is hoped that the progression of these actions will enable the risk to be reduced in time.

## Hampstead Heath Risks

9. The Hampstead Heath Risk Register, summarised below and provided in full at Appendix 1, includes fourteen risks (three RED, ten AMBER, 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. One new risk has been added, as detailed in paragraph 7 above. None of the other risk scores have changed but many of the actions have progressed, and these are documented within the register.
  - **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 015: Work related stress** (*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: Risk to health and safety** (*AMBER, 8*)
  - **ENV-NE-HH 009: Water facilities - safety** (*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 event or 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**

11. The Highgate Wood and Queen's Park Risk Register, summarised below and provided in full at Appendix 2, contains twelve risks (three RED, eight AMBER, and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.
12. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. One new risk has been added, as detailed in paragraph 7 above. None of the other risk scores have changed but many of the actions have progressed, and these are documented within the register.
  - **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*)
  - **ENV-NE-HWQP 013: Work related stress** (*RED, 16*)
  - **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: Risk to health and safety** (*AMBER, 8*)
- **ENV-NE-HWQP 009: Recruitment of suitable staff** (*AMBER, 8*)
- **ENV-NE-HWQP 011: Tree event or 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**

13. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
14. 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.
15. 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**

16. 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**

17. 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.
18. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-2029, our Departmental and Divisional Business Plans, and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies.

19. 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**

20. 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**

Joanne Hill, Business Planning and Compliance Manager, Environment Department

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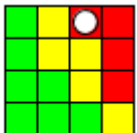
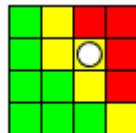
E: [Joanne.Hill@cityoflondon.gov.uk](mailto:Joanne.Hill@cityoflondon.gov.uk)

# Hampstead Heath Risk Register

Generated on: 30 April 2025



Rows are sorted by Risk Score

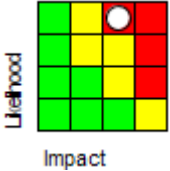
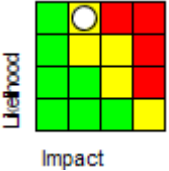
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 2025-05-31 Decline in condition of assets	<p><b>Cause:</b> Inadequate proactive and reactive 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 at Hampstead Heath. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p><b>Event:</b> Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p><b>Effect:</b> 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.</p>	 <p>Liability</p> <p>Impact</p>	16	<p>Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p> <p>Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need.</p> <p>Important electrical and toilet refurbishment works are due to complete in summer 2025.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional information by CSD. The Assistant Director Charity Development is taking</p>	 <p>Liability</p> <p>Impact</p>	12	31-Dec-2025	

## Appendix 1

10-Aug-2015 Bill LoSasso	Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.			forward recommendations for changes to ways of working with CSD and other corporate departments.  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.  <b>29 Apr 2025</b>				
								Reduce

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
Page 54 ENV-NE-HH 007a Review of property assets	Review condition of assets in conjunction with City Surveyor's Department.	As part of the discussions with the City Surveyor's Department (CSD) to agree roles and responsibilities, the open space charities are seeking to reintroduce a programme of cyclical condition surveys of assets by CSD. In the meantime, local staff perform episodic inspections as capacity allows.  The 'due date' for this action is the date when it will next be reviewed.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 007b Liaison with City Surveyor's Dept.	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. Officers are continuing to work with CSD to resolve service delivery issues.  We are establishing regular project prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight.  This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 007d Annual building inspections	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 (CSD) 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 CSD to progress this.  This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 007e Asset review	Asset management review.	A full review of Natural Environment assets is being completed through the Natural Environment Charity Review. The eventual outcome will include a comprehensive asset register for Hampstead Heath which will enable the investigation of potential options to tackle the backlog of repair and	Bill LoSasso; Jonathan	29-Apr-2025	31-Jul-2025

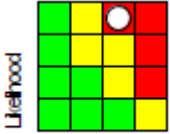
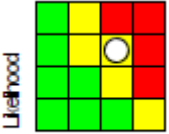
		maintenance works.	Meares; Charlotte Williams		
		The 'due date' for this action is the date when it will next be reviewed.			

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 014 Impacts of anti-social behaviour on staff and site	<p><b>Cause:</b> Anti-social behaviour of members of the public.</p> <p><b>Event:</b> 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.</p> <p><b>Effect:</b> Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.</p>		16	<p>A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents. A local process has also been implemented to ensure recording of all incidents and appropriate action is taken as necessary.</p> <p>There has been a significant increase in drugs and used needles being found on West Heath.</p> <p>Officers have met with ParkGuard to discuss and provide supplemental security for the Lido during the peak summer season (up to mid-September).</p> <p>We have recently installed new roller shutters on the Mixed and Men's Ponds observation huts to protect the windows outside of operational hours, following incidents of trespass and break-ins during previous years.</p> <p>Relevant training on conflict management has been provided to North London Open Spaces front-line staff.</p> <p>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. Officers will continue to hire in supplemental security resource where necessary.</p> <p>The target date for this risk has been extended to September, after the peak</p>		8	30-Sep-2025	

## Appendix 1

16-Jan-2024 Bill LoSasso				summer season. <b>29 Apr 2025</b>				
							Reduce	

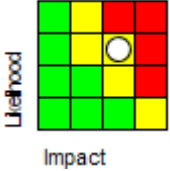
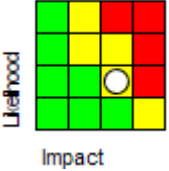
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 014a Departmental 'Abuse of Staff Policy'	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced.  Locally, all instances of such behaviour are recorded and appropriate action taken. The North London Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces.  The 'due date' for this action is the date when it will next be reviewed.	Bill LoSasso	29-Apr-2025	31-Jul-2025
ENV-NE-HH 014c Enforcement Partnerships	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.  A contract with ParkGuard has now been agreed for the provision of supplemental security resource where necessary, including at the Lido for the coming high-season.	Bill LoSasso	29-Apr-2025	30-Sep-2025
ENV-NE-HH 014d Educate visitors	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.  This is an ongoing action - the due date is the date of the next scheduled review.	Bill LoSasso	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HH 015 Work related stress</b>  <div>Page 68</div> 30-Apr-2025 Bill LoSasso	<b>Cause:</b> Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process. <b>Event:</b> Staff are overworked, critical services are not delivered, procedures are not updated or followed. <b>Effect:</b> Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver services; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.	 Likelihood Impact	<b>16</b>	Some members of staff are experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score is assessed as Red 16 (likely to occur with a major impact) to reflect this.  Senior Management are working to address this situation as identified in the actions below.  We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of the financial year. We will then consider other actions which will enable the score to reduce further.  <b>30 Apr 2025</b>	 Likelihood Impact	<b>12</b>	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 015a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	<p>The business planning process for the charity is being refined to better prioritise workstreams and reduce overwork where possible.</p> <p>The new five-year Charity Business Plan will be presented to Committee for approval in May 2025. The Plan will then be refined continually.</p>	Bill LoSasso	30-Apr-2025	31-May-2025
ENV-NE-HH 015b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.	Bill LoSasso	30-Apr-2025	31-Dec-2025
ENV-NE-HH	Identify additional funding to increase staff	A Head of Development and Partnerships is being recruited to support income generation and	Bill	30-Apr-2025	31-Mar-2026

## Appendix 1

015c Income generation	resource.	fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for March 2026 to enable time for the recruitment process to be completed and for impact of the post holder's work to start to be realised.	LoSasso		
ENV-NE-HH 015d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate for restoration of funding, which was cut during the Target Operating Model (TOM2) process, via the Natural Environment Charity Review (NECR).	Bill LoSasso	30-Apr-2025	31-Mar-2026
ENV-NE-HH 015e Provide support for staff	Liaise with HR and Occupational Health	Senior Managers will continue to liaise with HR and the Occupational Health service as appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate.  This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	Bill LoSasso	30-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HH 001 Budget pressures</b>  <div>Page 60</div> 24 Feb-2022 Bill LoSasso	<b>Cause:</b> Reduced budgets; running costs of the Heath exceed income generation; expanding demand on services; and aging assets requiring investment. <b>Event:</b> Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets. <b>Effect:</b> 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.		12	The new operational structure devotes staff resource to develop income generation - we are liaising with HR colleagues on recruitment to the post of Head of Development and Partnerships (this post has recently been advertised with a closing date of 22 April 2025).  The date by which we aim to reduce this risk to the target score has been extended to March 2026 to allow time for the recruitment and onboarding process, and for the results of the new post holder's work to begin to be realised.  The Hampstead Heath charity will transition to a grant funding model from 2026/27 (moving from the current deficit funding model).  <b>29 Apr 2025</b>		8	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	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	29-Apr-2025	31-Mar-2026
ENV-NE-HH 001c Appoint	Appoint Head of Development and Partnerships	The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces. We are liaising with HR colleagues on recruitment to this post. Once on board,	Bill LoSasso	29-Apr-2025	31-Jul-2025

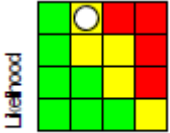
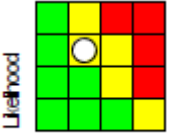
Head of Development and Partnerships		the post holder will focus on income generation.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 004 Adverse impacts of extreme weather and climate change	<p><b>Cause:</b> Climate change: more frequent and severe storms, wind, rainfall, snow or drought.</p> <p><b>Event:</b> More frequent and severe storm damage, flooding, and fires.</p> <p><b>Effect:</b></p> <p>Injury or death to staff, visitors, contractors and volunteers.</p> <p>Damage to flora and fauna.</p> <p>Damage to property (City of London owned property and that of neighbours and service users).</p> <p>Disruptions to service delivery.</p> <p>Temporary site/area closures.</p> <p>Increased demand for staff resources to respond to incidents and maintain site safety.</p> <p>Increased costs for reactive management and insurance claims.</p>	 Likelihood Impact	12	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. The target date has been extended to the end of the summer.</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>	 Likelihood Impact	6	30-Sep-2025	
				29 Apr 2025			Reduce	
24-Feb-2022								
Jonathan Meares; Charlotte Williams								

## Appendix 1

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a Review Met Office information	Monitor MET Office weather warnings.	MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.  This is an ongoing action; the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 004b Review of site emergency plans	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 regularly by the District Surveyor's Engineering Team and/or after an emergency incident. The 2024 review was completed.  The statutory inspection of Hampstead Heath's reservoirs is conducted every six months.  This is an ongoing action. The due date shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.  The Protocol is being reviewed to consider whether the closure thresholds for each site are still appropriate. A paper will be presented to Committee in July 2025 with proposed changes for approval.  We are working with LB Camden and LB Barnet Climate Resilience Teams to reduce the impact of localised flooding around the Heath.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

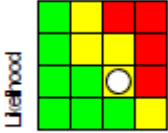

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HH 002 Negative impacts of visitor pressure</b>  <div>Page 64</div> Feb-2022 Bill LoSasso	<b>Cause:</b> An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. <b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers. <b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	 Likelihood Impact	<b>8</b>	The current risk remains at the same level.  Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.  An increased security presence has reduced property damage around the Lido facility.  Achievement of target score is contingent upon funding and support for restoration works. The target date has been extended to the end of September 2025.  <b>29 Apr 2025</b>	 Likelihood Impact	<b>6</b>	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> <li>• Additional monitoring and ecological assessments required.</li> <li>• Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath.</li> <li>• Messaging via social media asking visitors to use the site responsibly.</li> <li>• Regular Ranger and Constabulary activity.</li> <li>• Programmed restoration work is ongoing.</li> <li>• Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage.</li> <li>• Carrying out educational and messaging campaigns to encourage the public to use the site responsibly.</li> </ul>		Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025

		<ul style="list-style-type: none"><li>• Very severely affected areas are temporarily fenced off to enable recovery.</li></ul> <p>We expect this to be a long-term mitigation exercise: the action 'due date' is the date of the next review.</p>			
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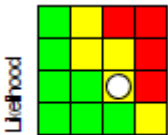
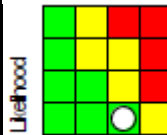
## Appendix 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland</b>  Page 66 29 Aug-2015 Bill LoSasso; Jonathan Meares; Charlotte Williams	<b>Cause:</b> Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson. <b>Event:</b> Large-scale fire / increased frequency of fires. <b>Effect:</b> Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	 Likelihood Impact	8	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. A Fire Fogger is also being purchased through the Carbon Removals Project and relevant staff will be attending training on use of this equipment, at the end of May.  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) but the target date has been extended to the end of the summer.  <b>30 Apr 2025</b>	 Likelihood Impact	6	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire Safety Plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2025.  Funding secured by the Carbon Removals project team has enabled members of staff to receive training on Vegetation Fire Foundation and Wildfire Management Plans. A Fire Fogger is also being purchased through the Carbon Removals Project and relevant staff will be attending training on use of this equipment, at the end of May.		Bill LoSasso; Jonathan Meares; Charlotte Williams	30-Apr-2025	31-Jul-2025

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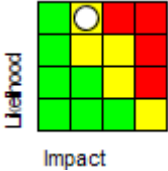
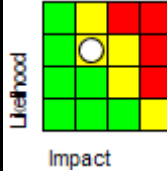
		<p>There has been a recent site visit to Hampstead Heath by London Fire Brigade representatives who offered advice on fire prevention.</p> <p>The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.</p>			
ENV-NE-HH 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	<p>The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event.</p> <p>Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.</p> <p>This is an ongoing action - the due date shown is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HH 006 Risk to health and safety</b>  <div>Page 68</div> 10-Aug-2015 Jonathan Meares; Charlotte Williams	<b>Cause:</b> 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. <b>Event:</b> Incident or accident with health and safety implications. <b>Effect:</b> 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.	 <div>Likelihood</div> <div>Impact</div>	8	The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&S) management, including audits, inspections, communications and staffing. The target date has been extended to the end of July.  Officers continue to proactively address H&S issues and work closely with the departmental and corporate H&S teams.  The new Corporate Safe365 Health and Safety system is now being used across the North London Open Spaces. H&S Workshops for staff were recently held at Parliament Hill and Heathfield House to discuss health and safety; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities.  <b>29 Apr 2025</b>	 <div>Likelihood</div> <div>Impact</div>	4	31-Jul-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a Annual health and safety site audits	Continue to undertake regular health and safety assessments.	<p>Fire Risk Assessments and water safety audits are undertaken by an external contractor. A Water Safety Audit will be carried out on 6 May across all four sites (the three ponds and the Lido). A Reservoir Panel Engineer inspection is scheduled for 2 May. A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff.</p> <p>A North London Open Spaces fleet audit has been undertaken by the CoL's Transport Policy Team -</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

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		<p>the result was largely positive, and the few resulting recommendations are being addressed. A re-audit will take place in late May to reassess and check progress.</p> <p>This is an ongoing action which is reviewed regularly. The due date shown is the date of the next review.</p>			
ENV-NE-HH 006b Health & Safety meetings	<p>Relevant officers to participate in Departmental Health and Safety Improvement Group meetings.</p> <p>Hold regular Divisional and Sub-Divisional Health and Safety meetings.</p> <p>Keep staff informed, consulted and updated on health and safety matters.</p>	<p>The Head of Operations and Parks chairs regular North London Open Spaces Health and Safety meetings; and represents NLOS at the Divisional and Departmental Health and Safety Group meetings.</p> <p>This is an ongoing action: the 'Due Date' is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 006d Risk management culture	<p>Continue to develop a culture of proactively reporting accidents, incidents and near misses.</p>	<p>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. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff.</p> <p>H&amp;S Workshops were recently held for staff to discuss H&amp;S; raise awareness of the importance of H&amp;S compliance; and to ensure that staff are fully aware of their responsibilities.</p> <p>This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 006e Playground inspections	<p>Annual RoSPA inspections of all playgrounds.</p>	<p>Annual RoSPA inspections of all playgrounds are carried out; these were last undertaken in November 2024 and the next ones are booked in for October 2025</p> <p>Training has been provided to relevant staff to enable them to carry out monthly inspections of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Oct-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	Flight path
ENV-NE-HH 009 Water facilities - safety	<p><b>Cause:</b> 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.</p> <p><b>Event:</b> Unable to effect safe rescue of swimmer/person in pond.</p> <p><b>Effect:</b> 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>		8	<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><b>Supervised water facilities</b> 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. Additional staff are being recruited to cover the extended hours over the peak summer season.</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 - this is next due on 6 May 2025. All operational activity is compliant with health and safety requirements.</p> <p><b>Unsupervised water facilities</b> These water bodies are not designated swimming facilities and suitable signage is erected and maintained. However, members</p>		6	31-Mar-2026	

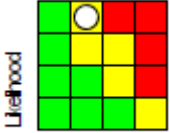
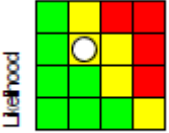
## Appendix 1

10-Aug-2015  Charlotte Williams				<p>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.</p> <p>The Winter Swimming Club is permitted to swim at the Mixed Pond without supervision, subject to a written agreement that transfers risk to members of the club who follow procedures and have suitable insurance cover. This activity has now finished for 2024/25 and will be reviewed in line with the Charity's Business Plan actions.</p> <p><b>29 Apr 2025</b></p>				
				Reduce				

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards, swimming stewards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	<p>Ongoing training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.</p> <p>The due date shown is the date of the next scheduled review.</p>	Paul Jeal; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	<p>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.</p> <p>The due date shown is the date of the next review.</p>	Paul Jeal; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	<p>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.</p> <p>An annual contract with a company has been agreed to carry out LOLER inspections on all equipment and carry out repairs as necessary.</p>	Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 009e Ponds and lido	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	Jonathan Meares; Charlotte	29-Apr-2025	31-Jul-2025

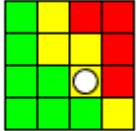
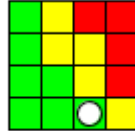

management		<p>during the busy summer period.</p> <p>The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds. We also have regular patrols by both Constabulary and Heath Rangers to monitor and to help with compliance.</p> <p>Supplemental security resource is employed during peak periods to help ensure the health and safety of staff and members of the public.</p> <p>The due date shown is the date this action will next be reviewed.</p>	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	Flight path
<b>ENV-NE-HH 010</b> <b>Deterioration of water bodies</b>  <div>Page 73</div>	<b>Cause:</b> Climate change; intermittent contamination from drainage of neighbouring properties. <b>Event:</b> Deterioration in water quality of the ponds and wetlands on the Heath, and increased likelihood of flooding. <b>Effect:</b> Decrease in ecological conditions, habitat diversity and species diversity. Damage from flooding.	 Impact	8	<p>Ponds are dynamic landscape features which require ongoing management to allow conservation for the future. 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.</p> <p>The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate.</p> <p>A new diffuser system has been installed in the Ladies Pond to improve water quality. A new/refurbished diffuser system is also needed at the Men's Pond, and a new system at the Mixed Pond. This is critically important to protect income streams, comply with bathing water regulations, and ensure a healthy ecosystem. Diffuser systems are also needed at all non-bathing ponds, particularly 'Hampstead Number Two' pond.</p> <p>We are working with the District Surveyor's Engineering Team and Resilience Team on Emergency Planning and mitigation actions.</p>	 Impact	6	30-Sep-2025	
							Reduce	
25-Jun-2022 Jonathan Meares				29 Apr 2025				

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations.  The due date shown is the date this action will next be reviewed.	Jonathan Meares	29-Apr-2025	30-Sep-2025
ENV-NE-HH 010b Install aeration equipment	Install aeration equipment	A new diffuser system has been installed in the Ladies Pond to improve water quality. A new/refurbished diffuser system is also needed at the Men's Pond, and a new system at the Mixed Pond. This is critically important to protect income streams, comply with bathing water regulations, and ensure a healthy ecosystem. Diffuser systems are also needed at all non-bathing ponds, particularly 'Hampstead Number Two' pond.	Jonathan Meares	29-Apr-2025	30-Sep-2025

## Appendix 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HH 011</b> <b>Recruitment of suitable staff</b>  25-Jun-2022 Bill LoSasso	<b>Cause:</b> Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. <b>Event:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. <b>Effect:</b> 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	<b>8</b>	The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We have made good progress; this has required a considerable amount of investment in recruitment advertising. The risk will be reduced as vacancies are filled with suitably qualified candidates - the target date has been extended to the end of the year accordingly.  <b>29 Apr 2025</b>	 Likelihood Impact	<b>4</b>	31-Dec-2025	
							Reduce	

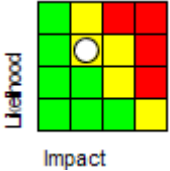
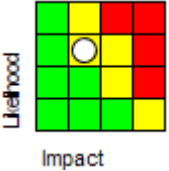
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 011b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is progressing well. It is hoped that the remaining vacancies will be filled by the end of 2025.			Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Dec-2025
ENV-NE-HH 011c Embed new structure	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.  This is an ongoing action. The due date shown is the date the action will next be reviewed.			Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HH 013 Tree event or failure</b>	<p><b>Cause:</b> Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.</p>	 Likelihood Impact	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. The Protocol is under review and a report with recommendations, and the draft revised Protocol, will be presented to Committee for approval in July 2025.  An annual review by external consultants of the North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward. The target date for this risk has been extended to the end of the year accordingly.	 Likelihood Impact	6	31-Dec-2025	
							Reduce	
01-Feb-2023								
Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 013a Tree management systems	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. The North London Open Spaces' (NLOS) Tree Team works across all NLOS sites.	David Humphries; Jonathan	29-Apr-2025	31-Jul-2025

## Appendix 1

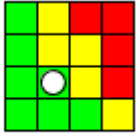
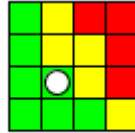
		A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.	Meares		
ENV-NE-HH 013b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to consider whether the current closure threshold for each site is still appropriate. The draft revised Protocol with suggested amendments will be presented to Committee for approval in July 2025.	David Humphries; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 013c Annual tree management audit	Annual tree management audit carried out by external consultant.	An annual review by external consultants of North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	David Humphries; Jonathan Meares	29-Apr-2025	31-Dec-2025
ENV-NE-HH 013d Tree Safety Policy	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.</p> <p>The NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	David Humphries; Jonathan Meares	29-Apr-2025	30-Sep-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	Flight path
ENV-NE-HH 005 Negative impacts of pests and diseases	<p><b>Cause:</b> Inadequate biosecurity, buying of infected trees, plants or animals. Oak Processionary Moth (OPM) is endemic across England.</p> <p><b>Event:</b> Tree disease including Massaria, Ash Dieback, OPM. Sites become infected by animal, plant or tree diseases.</p> <p><b>Effect:</b> Service capability disrupted; public access to sites restricted; tree decline; reputational damage; substantial cost of removal of OPM; risk to human health from OPM.</p>		6	<p>Environmental factors, specifically drought and hotter summers increase vulnerability of trees to pests and diseases. As these factors are beyond our control, we accept that we are unable to reduce this risk, but we will continue to keep the situation under review and take action to maintain the current score. The target date shown is the date the risk will next be reviewed.</p> <p>The threat of OPM across the North London Division is reducing. We have now moved almost entirely to the use of nature-based solutions for OPM management.</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 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</p>		6	31-Jul-2025	

# Appendix 1

10-Aug-2015 Jonathan Meares				may be associated with pests/disease).  Staff monitor reports of dead or injured birds across Hampstead Heath and, where appropriate, birds are tested for Avian Influenza.  <b>29 Apr 2025</b>				
							Accept	

Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
ENV-NE-HH 005a Tree and Plant Procurement	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 - the due date shown is the date the action will next be reviewed.				Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 005b Monitor OPM and tree diseases	Identification and treatment of Oak Processionary Moth and tree diseases.	The threat of OPM across the North London Division is reducing. We are now using almost entirely nature-based solutions for OPM management.  Staff remain vigilant for all tree pests and diseases.  This is an ongoing action - the due date shown is the date the action will next be reviewed.				Jonathan Meares	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HH 008 Negative impacts of development and encroachment</b>  <div>Page 80</div>	<b>Cause:</b> Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. <b>Event:</b> New houses, buildings or other developments on land affecting Hampstead Heath. <b>Effect:</b> Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs. Negative impact on heritage value; high-rise developments may be detrimental to aesthetics and sightlines.	 Likelihood Impact	4	<p>The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. The target date shown is the date of the next review.</p> <p>We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division.</p> <p>Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. Officers will engage with relevant parties if and when development occurs to reduce the impact on green space. They will also work in collaboration with relevant stakeholders.</p> <p><b>29 Apr 2025</b></p>	 Likelihood Impact	4	31-Jul-2025	
							Accept	
23-Jun-2016 Bill LoSasso; Jonathan Meares								

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which	This is an ongoing action, the NLOS Division makes representations as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as necessary.		Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025

## Appendix 1

	may impact Hampstead Heath. Work collaboratively with local community and civic societies.				
ENV-NE-HH 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	<p>This is an ongoing action; we respond to planning issues as necessary. The 'Due Date' is the date of the next review.</p> <p>Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.</p>	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	<p>This is an ongoing action, the 'Due Date' is the date of the next review.</p> <p>Officers respond to planning issues as necessary. Relevant planning applications are monitored.</p> <p>Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.</p>	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 008d Engage planning consultant	Engage planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding the Heath.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025



# Highgate Wood and Queens Park Risk Register

Generated on: 30 April 2025



Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-007 Decline in condition of assets	<p><b>Cause:</b> 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 at Highgate Wood and Queen's Park. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p><b>Event:</b> Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p><b>Effect:</b> Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets.</p>	 Likelihood Impact	16	<p>Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p> <p>Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need.</p> <p>Toilet refurbishment works have been completed at Queen's Park and investigatory works are underway to address issues with the toilets by the cafe.</p> <p>Asset registers for built assets are undergoing review and being transferred</p>	 Likelihood Impact	12	31-Dec-2025	

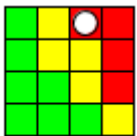
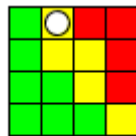
## Appendix 2

24-Feb-2022 Bill LoSasso	Ineffective use of staff resources. Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.			into a new system with additional information by CSD. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments.  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.  <b>29 Apr 2025</b>				
								Reduce

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a Review of Property Assets	Review condition of assets in conjunction with City Surveyor's Department.	As part of the discussions with the City Surveyor's Department (CSD) to agree roles and responsibilities, the open space charities are seeking to reintroduce a programme of cyclical condition surveys of assets by CSD. In the meantime, local staff perform episodic inspections as capacity allows.  The 'due date' for this action is the date when it will next be reviewed.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 007b Liaison with City Surveyor's Department	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. Officers are continuing to work with CSD to resolve service delivery issues.  We are establishing regular project prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight.  This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 007e Annual building inspections	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 (CSD) 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 CSD to progress this.  This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

## Appendix 2

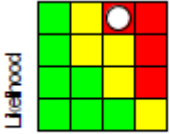
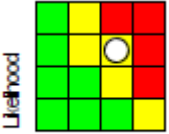
ENV-NE- HWQP 007f Asset review	Asset management review.	<p>A full review of Natural Environment assets is being completed through the Natural Environment Charity Review. The eventual outcome will include a comprehensive asset register for Highgate Wood and Queen's Park which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.</p> <p>The 'due date' for this action is the date when it will next be reviewed.</p>	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	29-Apr-2025	31-Jul-2025
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 012</b> <b>Impacts of anti-social behaviour on staff and site</b>  <div>Page 86</div>  19-Apr-2024 Bill LoSasso	<b>Cause:</b> Anti-social behaviour of members of the public. <b>Event:</b> 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. <b>Effect:</b> Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.	 Impact	<b>16</b>	A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents. A local process has also been implemented to ensure recording of all incidents and appropriate action is taken as necessary.  Relevant training on conflict management has been provided to North London Open Spaces front-line staff.  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. Officers will continue to hire in supplemental security resource where necessary.  The target date for this risk has been extended to September, after the peak summer season.  <b>29 Apr 2025</b>	 Impact	<b>8</b>	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 012a Policy on abusive incidents	Develop Departmental 'Abuse of Staff Policy'.	<p>An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced.</p> <p>Locally, all instances of such behaviour are recorded and appropriate action taken. The North London</p>	Bill LoSasso	29-Apr-2025	31-Jul-2025

## Appendix 2

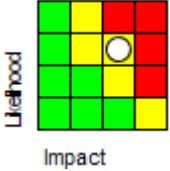
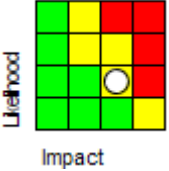
		Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces.  The 'due date' for this action is the date when it will next be reviewed.			
ENV-NE-HWQP 012c Enforcement partnerships	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners.  A contract with ParkGuard has now been agreed for the provision of supplemental security resource as required.	Bill LoSasso	29-Apr-2025	30-Sep-2025
ENV-NE-HWQP 012d Visitor education	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.  This is an ongoing action - the due date is the date of the next scheduled review.	Bill LoSasso	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HWQP 013</b> <b>Work related stress</b>  <div>Page 88</div> 30-Apr-2025 Bill LoSasso	<b>Cause:</b> Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process. <b>Event:</b> Staff are overworked, critical services are not delivered, procedures are not updated or followed. <b>Effect:</b> Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver services; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.	 <div>Uplift</div> <div>Impact</div>	<b>16</b>	Some members of staff are experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score is assessed as Red 16 (likely to occur with a major impact) to reflect this.  Senior Management are working to address this situation as identified in the actions below.  We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of the financial year. We will then consider other actions which will enable the score to reduce further.  <b>30 Apr 2025</b>	 <div>Uplift</div> <div>Impact</div>	<b>12</b>	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 013a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	The business planning process for the charity is being refined to better prioritise workstreams and reduce overwork where possible.  The new five-year Charity Business Plan will be presented to Committee for approval in May 2025. The Plan will then be refined continually.		Bill LoSasso	30-Apr-2025	31-May-2025
ENV-NE-HWQP 013b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.		Bill LoSasso	30-Apr-2025	31-Dec-2025
ENV-NE-	Identify additional funding to increase staff	A Head of Development and Partnerships is being recruited to support income generation and		Bill	30-Apr-2025	31-Mar-2026

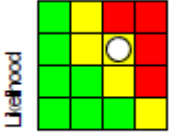
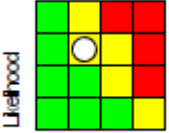
## Appendix 2

HWQP 013c Income generation	resource.	fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for March 2026 to enable time for the recruitment process to be completed and for impact of the post holder's work to start to be realised.	LoSasso		
ENV-NE- HWQP 013d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate for restoration of funding, which was cut during the Target Operating Model (TOM2) process, via the Natural Environment Charity Review (NECR).	Bill LoSasso	30-Apr-2025	31-Mar-2026
ENV-NE- HWQP 013e Provide support for staff	Liaise with HR and Occupational Health	Senior Managers will continue to liaise with HR and the Occupational Health service as appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate.  This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	Bill LoSasso	30-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HWQP 001</b> <b>Budget pressures</b>  <div>Page 90</div> 24 Feb-2022 Bill LoSasso	<b>Cause:</b> Reduced budgets; running costs of the sites exceed income generation; expanding demand on services; aging assets requiring investment. <b>Event:</b> Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets. <b>Effect:</b> 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.		12	The new operational structure devotes staff resource to develop income generation - we are liaising with HR colleagues on recruitment to the post of Head of Development and Partnerships (this post has recently been advertised with a closing date of 22 April 2025).  The date by which we aim to reduce this risk to the target score has been extended to March 2026 to allow time for the recruitment and onboarding process, and for the results of the new post holder's work to begin to be realised.  The Highgate Wood and Queen's Park charity will transition to a grant funding model from 2026/27 (moving from the current deficit funding model).  <b>29 Apr 2025</b>		8	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	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	29-Apr-2025	31-Mar-2026
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. We are liaising with HR colleagues on recruitment to this post. Once on board,		Bill LoSasso	29-Apr-2025	31-Jul-2025

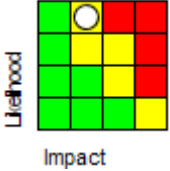
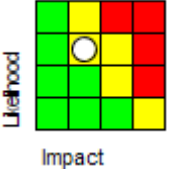
Appoint Head of Development and Partnerships		the post holder will focus on income generation.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 004</b> <b>Adverse impacts of extreme weather and climate change</b>  <div>Page 92</div>	<b>Cause:</b> Climate change: more frequent and severe storms, wind, rainfall, snow or drought. <b>Event:</b> More frequent and severe storm damage, flooding, and fires. <b>Effect:</b> Injury or death to staff, visitors, contractors and volunteers. Damage to flora and fauna. Damage to property (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.	 Likelihood Impact	<b>12</b>	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. The target date has been extended to the end of the summer.  Extreme weather events continue to be managed.  MET office Storm Centre warnings are monitored.  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.  The MET Office Fire Severity Index is monitored.	 Likelihood Impact	<b>6</b>	30-Sep-2025	
							Reduce	
10-Aug-2015  Jonathan Meares; Charlotte Williams				<b>29 Apr 2025</b>				

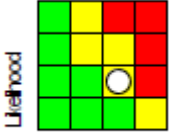
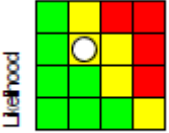
Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
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## Appendix 2

ENV-NE-HWQP 004a Review Met Office information	Monitor MET Office weather warnings.	MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.  This is an ongoing action: the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 004b Review of site emergency plans	Review site plans annually or, if appropriate, following an incident. Reviews are usually conducted in September and agreed later in the year.	An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency incident. The 2024 review was completed.  This is an ongoing action. The due date shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.  The Protocol is being reviewed to consider whether the closure thresholds for each site are still appropriate. A paper will be presented to Committee in July 2025 with proposed changes for approval.  This is an ongoing action: the due date shown is the date the action will next be reviewed.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HWQP 002</b> <b>Negative impacts of visitor pressure</b>  24-Feb-2022 Bill LoSasso	<b>Cause:</b> An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. <b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers. <b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.		<b>8</b>	The current risk remains at the same level.  Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.  Achievement of target score is contingent upon funding and support for restoration works - the target date has been extended accordingly.  <b>29 Apr 2025</b>		<b>6</b>	30-Sep-2025	
							Reduce	

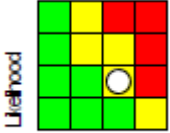
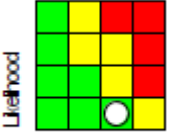
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> <li>• Additional monitoring and ecological assessments required.</li> <li>• Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath.</li> <li>• Messaging via social media asking visitors to use the site responsibly.</li> <li>• Regular Ranger and Constabulary activity.</li> <li>• Programmed restoration work is ongoing.</li> <li>• Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage.</li> <li>• Carrying out educational and messaging campaigns to encourage the public to use the site responsibly.</li> <li>• Very severely affected areas are temporarily fenced off to enable recovery.</li> </ul>			Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025
		We expect this to be a long-term mitigation exercise: the action 'due date' is the date of the next review.					

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 003</b> <b>Outbreak of fire in woodland / heathland</b>  <div>Page 95</div> 24-Feb-2022 Bill LoSasso; Jonathan Meares; Charlotte Williams	<b>Cause:</b> Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson <b>Event:</b> Large-scale fire / increased frequency of fires. <b>Effect:</b> Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	 <div>Liability</div> <div>Impact</div>	<b>8</b>	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. A Fire Fogger is also being purchased through the Carbon Removals Project – this will be kept at Hampstead Heath but may also be used at Highgate Wood. Relevant officers from Highgate Wood will be attending training on use of the Fire Fogger, at the end of May.  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) but the target date has been extended to the end of the summer.  <b>30 Apr 2025</b>	 <div>Liability</div> <div>Impact</div>	<b>6</b>	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire Safety Plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2025.		Bill LoSasso; Jonathan Meares; Charlotte	30-Apr-2025	31-Jul-2025
		Funding secured by the Carbon Removals project team has enabled members of staff to receive training on Vegetation Fire Foundation and Wildfire Management Plans. A Fire Fogger is also being				

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		<p>purchased through the Carbon Removals Project – this will be kept at Hampstead Heath but may also be used at Highgate Wood. Relevant officers from Highgate Wood will be attending training on use of the Fire Fogger, at the end of May.</p> <p>The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.</p>	Williams		
ENV-NE-HWQP 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	<p>The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event.</p> <p>Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.</p> <p>This is an ongoing action - the due date shown is the date of the next review.</p>	Jonathan Meares	29-Apr-2025	31-Jul-2025

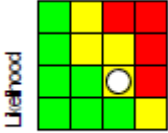
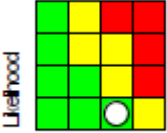

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 006</b> <b>Risk to health and safety</b>  <div>Page 97</div>	<b>Cause:</b> The operation 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. <b>Event:</b> Incident or accident with health and safety implications. <b>Effect:</b> 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	<b>8</b>	<p>The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&amp;S) management, including audits, inspections, communications and staffing. The target date has been extended to the end of July.</p> <p>Officers continue to proactively address H&amp;S issues and work closely with the departmental and corporate H&amp;S teams.</p> <p>The new Corporate Safe365 Health and Safety system is now being used across the North London Open Spaces. H&amp;S Workshops for staff were recently held at Parliament Hill and Heathfield House to discuss health and safety; raise awareness of the importance of H&amp;S compliance; and to ensure that staff are fully aware of their responsibilities.</p> <p><b>29 Apr 2025</b></p>	 Likelihood Impact	<b>4</b>	31-Jul-2025	
							Reduce	
24-Feb-2022 Jonathan Meares; Charlotte Williams								

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 006a Health and safety site audits	Continue to undertake regular health and safety audits.	Fire Risk Assessments and water safety audits are undertaken by an external consultant.  A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff.  A North London Open Spaces fleet audit has been undertaken by the CoL's Transport Policy Team -			Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

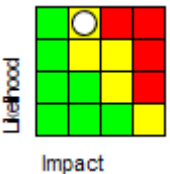
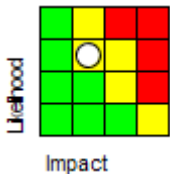
## Appendix 2

		<p>the result was largely positive, and the few resulting recommendations are being addressed. A re-audit will take place in late May to reassess and check progress.</p> <p>This is an ongoing action which is reviewed regularly: the due date is the date the action will next be reviewed.</p>			
ENV-NE-HWQP 006b Health and Safety meetings	<p>Relevant officers to participate in Departmental Health and Safety Improvement Group meetings.</p> <p>Hold regular Divisional and Sub-Divisional Health and Safety meetings.</p> <p>Keep staff informed, consulted and updated on health and safety matters.</p>	<p>The Head of Operations and Parks chairs regular North London Open Spaces health and safety meetings; and represents NLOS at Divisional and Departmental H&amp;S meetings.</p> <p>This is an ongoing action: the 'Due Date' is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 006c Health and safety culture	<p>Continue to develop a culture of proactively reporting accidents, incidents and near misses.</p>	<p>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. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff.</p> <p>H&amp;S Workshops were recently held for staff to discuss H&amp;S; raise awareness of the importance of H&amp;S compliance; and to ensure that staff are fully aware of their responsibilities.</p> <p>This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 006d Playground inspections	<p>Annual RoSPA inspections of all playgrounds.</p>	<p>Annual RoSPA inspections of all playgrounds are carried out; these were last undertaken in November 2024 and the next ones are booked in for October 2025</p> <p>Training has been provided to relevant staff to enable them to carry out monthly inspections of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.</p>	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Oct-2025

## Appendix 2

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 009 Recruitment of suitable staff</b>  25-Jun-2022 Bill LoSasso; Jonathan Meares; Charlotte Williams	<b>Cause:</b> Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. <b>Event:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. <b>Effect:</b> 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 have made good progress; this has required a considerable amount of investment in recruitment advertising. The risk will be reduced as vacancies are filled with suitably qualified candidates - the target date has been extended to the end of the year accordingly.  <b>29 Apr 2025</b>	 Likelihood Impact	4	31-Dec-2025	
							Reduce	

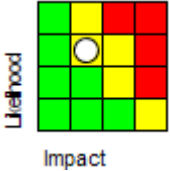
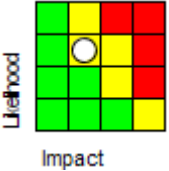
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is progressing well. It is hoped that the remaining vacancies will be filled by the end of 2025.			Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Dec-2025
ENV-NE-HWQP 009c Embed new structure	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.  This is an ongoing action. The due date shown is the date the action will next be reviewed.			Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-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	Flight path
<b>ENV-NE-HWQP 011</b> <b>Tree event or failure</b>  <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 100</div>	<p><b>Cause:</b> Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.</p>		<p><b>8</b></p>	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. 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. The Protocol is under review and a report with recommendations, and the draft revised Protocol, will be presented to Committee for approval in July 2025.</p> <p>An annual review by external consultants of the North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward. The target date for this risk has been extended to the end of the year accordingly.</p>		<p><b>6</b></p>	31-Dec-2025	
							Reduce	
02-Feb-2023								
Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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## Appendix 2

ENV-NE-HWQP 011a Tree management systems	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. The North London Open Spaces' (NLOS) Tree Team works across all NLOS sites.</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 continuous basis.</p>	David Humphries; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 011b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to consider whether the current closure threshold for each site is still appropriate. The draft revised Protocol with suggested amendments will be presented to Committee for approval in July 2025.	David Humphries; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 011c Annual tree management audit	Annual tree management audit carried out by external consultant	An annual review by external consultants of North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	David Humphries; Jonathan Meares	29-Apr-2025	31-Dec-2025
ENV-NE-HWQP 011d Tree Safety Policy	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.</p> <p>The NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.</p>	David Humphries; Jonathan Meares	29-Apr-2025	30-Sep-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	Flight path
ENV-NE-HWQP 005 Negative impacts of pests and diseases	<p><b>Cause:</b> Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.</p> <p><b>Event:</b> Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p><b>Effect:</b> Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>		6	<p>Environmental factors, specifically drought and hotter summers increase vulnerability of trees to pests and diseases. As these factors are beyond our control, we accept that we are unable to reduce this risk, but we will continue to keep the situation under review and take action to maintain the current score. The target date shown is the date the risk will next be reviewed.</p> <p>The threat of OPM across the North London Division is reducing. We now use almost entirely nature-based solutions to manage OPM.</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 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</p>		6	31-Jul-2025	

## Appendix 2

24-Feb-2022				may be associated with pests/disease).  Staff monitor reports of dead or injured birds across Highgate Wood and Queen's Park. Where appropriate, birds are tested for Avian Influenza.  <b>29 Apr 2025</b>				
Jonathan Meares							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 005a Tree and Plant Procurement	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 - the due date shown is the date the action will next be reviewed.	Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 005b OPM monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing. We are now using almost entirely nature-based solutions for OPM management.  Staff remain vigilant for all tree pests and diseases.  This is an ongoing action - the due date shown is the date the action will next be reviewed.	Jonathan Meares	29-Apr-2025	31-Jul-2025

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## Appendix 2

ENV-NE-HWQP 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	This is an ongoing action; relevant planning applications are monitored and responded to as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HWQP 008d Engage planning consultant	Liaise with planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding Highgate Wood and Queen's Park.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025



## City of London Corporation Risk Matrix (Black and white version)

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

### (A) Likelihood criteria

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

### (B) Impact criteria

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

### (C) Risk scoring grid

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

### (D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath Consultative Committee – For discussion Natural Environment Board – For discussion West Ham Park Committee – For discussion Hampstead Heath, Highgate Wood & Queen’s Park Committee – For discussion Epping Forest & Commons Committee – For discussion	<b>Dated:</b> 29/4/2025  1/5/2025 1/5/2025 20/5/2025  29/5/2025
<b>Subject:</b> Terms of Reference for the Natural Environment Complementary Land Policy and Complementary Land Use Appraisal	<b>Public report:</b>  For discussion
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides statutory duties</b></li> <li>• <b>provides business enabling functions</b></li> </ul>	Dynamic Economic Growth Leading Sustainable Environment Vibrant Thriving Destination Flourishing Public Spaces
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	Up to £50,000 will be needed to pay for a consultant to carry out an independent appraisal of the Complementary Land Use Appraisal
<b>What is the source of Funding?</b>	Funding will be sought from the Transformation Fund
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	Chamberlains has been consulted and has advised that an application can be made for Transformation funding.
<b>Report of:</b>	Katie Stewart, Executive Director Environment
<b>Report author:</b>	Emily Brennan, Natural Environment Director

## **Summary**

The City of London Corporation (CoLC) has commissioned a review of its eight Natural Environment charities (NE charities) as part of a wider charity review. The key aims of the Natural Environment Charities Review (NECR) are to improve and align the governance of these charities and to improve their efficiency and their financial sustainability, including by supporting income generation.

The NE charities own and manage an extensive portfolio of land and built assets outside of the Square Mile. A number of CoLC-owned assets which were originally purchased to support charity operations and/or to support income generation for the NE charities are managed in complement with those charities.

This report proposes the scope and terms of reference for two specific pieces of work to review and improve management of these assets: (a) the development of an updated Complementary Land Policy and (b) a Complementary Land Use Appraisal. The ToRs for the Complementary Land Policy and the Complementary Land Use Appraisal are being submitted to your Committee for consultation. Amendments suggested as a result of that consultation will be taken into account in preparing a final draft of the paper and accompanying ToRs which will be submitted to Policy & Resources Committee for decision on 12 June.

## **Recommendation(s)**

Your Committee is asked to:

- Consider the report and appendices;
- Suggest any amendments and/or changes to the proposed Terms of Reference (ToRs) for (a) the work to develop a Natural Environment Complementary Land Policy (Appendix 1), and (b) the Natural Environment Complementary Land Use Appraisal (Appendix 2). Any proposed amendments and changes by your Committee and by other NE Committees will be considered in the preparation of the version of the ToRs which will be submitted to the Policy & Resources Committee on 12<sup>th</sup> June 2025 for decision.

## **Background**

1. The City of London Corporation (CoLC) manages a number of greenspaces and buildings in or around London, which are located outside of the Square Mile. Most of these assets are held by the CoLC in its capacity as the sole trustee of the NE charities, but some are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding. These assets are managed in complement to the activities of the NE charities.

2. It is proposed that land assets which are managed, used and/or occupied by the Natural Environment charities, but which are held by the CoLC in a non-charity trustee capacity, will be referred to henceforth as Complementary Land, replacing previously used terms such as 'Buffer Land' and 'Pink Land'.
3. For the purposes of this report and appendices, reference to Complementary Land also includes any built assets associated with it, such as sheds, offices, lodges and otherwise.
4. Land held by the NE charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. As land held by CoLC in a non-charity trustee capacity, Complementary Land is not restricted to these objects (although it may be subject to other, site specific constraints); however, the purpose of such land when acquired was and historically has remained to support and protect the land which is subject to those charitable objects. Many Complementary Land sites are essential for operations and host buildings and facilities such as sheds and offices; however, a large area, mainly to the north of Epping Forest, is tenanted farmland, grassland, woodland or other open space, and is not subject to the restrictions of the Epping Forest Act and so offers broader potential opportunities for income generation or other uses. The North London Open Spaces only have one site of Complementary Land, Heathfield House, which is used as office space. The majority of Complementary Land is located at Epping Forest, and there are also several parcels at The Commons.

## **Current Position**

5. The NECR has recommended that updated governance arrangements should be developed for these land parcels and their associated built assets. The 'Buffer Land Policy', which was principally articulated in a series of decisions of the Epping Forest and Open Spaces and Policy and Resources Committees in the 1990s, does not meet current management or governance needs and does not include all Complementary Land assets associated with the NE charities.

## **Proposals**

6. In order to better manage these Complementary Land assets, a Complementary Land Policy will be developed as part of the existing NECR programme. The policy development process will review existing policies relating to the acquisition and management of Complementary Land, including the existing 'Buffer Land Policy' for Epping Forest, with a view to replacing and consolidating them as appropriate within the Complementary Land Policy. This paper sets out the proposed Terms of Reference (ToRs) for the development of the Complementary Land Policy (Appendix 1).
7. The aims of the Complementary Land Policy are to set out a framework for CoLC's governance, resourcing and management of Complementary Land, as well as for determining the optimum use for each asset moving forwards, considering the aims and objectives of the CoLC in its roles and responsibilities

including as Charity Trustee. It will also consider priorities such as income generation potential, restrictions on potential uses and/or disposal of assets, and existing commitments such as contribution to the CoLC's Climate Action Strategy (CAS) targets. No additional funding is required for this piece of work as it is being funded as part of the existing NECR programme.

8. This paper also sets out the proposed ToRs for second piece of work: a Complementary Land Use Appraisal (Appendix 2). This piece of work will help inform the development of the Complementary Land Policy, but was a distinct piece of work requested by Policy & Resources Committee on 13<sup>th</sup> February 2025 following a debate about future potential uses of Loughton Golf Course (a Complementary Land asset in Epping Forest). This Appraisal will involve appointing a consultant to carry out an independent, detailed options appraisal for each Complementary Land asset.
9. The Policy and Appraisal are both critical to the NECR as commissioned by Finance Committee in 2023, and the P&R request to look afresh at how Complementary Land may be used against wider Corporation and/or NE Charities' objectives.
10. The Appraisal will be commenced as soon as possible in order to start assembling the necessary evidence for a site-by-site assessment as requested by Committee, but recommendations to P&R on the ultimate use of each site will be made in view of the final Policy that is developed. A recommendation for the future use of each asset will be proposed and will be put to P&R for decision following consultation with the NE charities' management committees and with other key stakeholders, including consultative committees. This assessment will consider what options are viable for each asset, strategic priorities, any restrictions on usage / disposal, potential for income generation, operational requirements, whether or not that asset is still delivering its original purpose, and whether that purpose is still valid – all against the newly developed Policy.
11. As part of the proposed Complementary Land Policy Review and Appraisal, there is also a requirement to fully understand and articulate their modern context, including the services they continue to provide to the charities such as operational function, climate mitigation, protection from encroachment, access, and income generation. It is also important to identify and explore the opportunities associated with these assets, such as income generation, environmental improvements including carbon sequestration, recreational and operational uses. Key constraints on existing or potential uses also need to be identified including legal and environmental restrictions and/or designations, national and local planning policies and frameworks, and any existing commitments (e.g. usage for carbon credits or biodiversity offsetting). It is proposed that this current and potential value should be formally, independently assessed alongside the benefits and risks of disposal options, including for housing, commercial or other development.
12. In the longer term it may be desirable for simplification of CoLC and charity administration to seek formal changes to the governing documents of relevant NE charities, to ensure they have appropriate powers to facilitate the management of

a broader range of land and assets than currently envisaged in their charitable objects and founding Acts. The routes to achieve this are either through a Various Powers Act, or potentially through Charity Commission processes, either of which would be significant projects in themselves.

## **Corporate & Strategic Implications**

**Strategic implications:** The CoLC NE Complementary Land Policy and the Complementary Land Use Assessment both satisfy the City of London Corporate Plan outcome 'Leading Sustainable Environment'; *'We have a responsibility to ensure that we act as a leader on environmental sustainability and strive to enhance it in all aspects of how we work. Climate action, resilience, air quality, and sustainability are all facets of ambitious targets for the entire City to be net zero by 2040'*. They will also contribute to 'Providing Excellent Services' and 'Flourishing Public Spaces'.

**Financial implications:** The Appraisal does not fall within the original scope of the NECR therefore additional funding is sought to cover the cost of appointing an independent consultant to deliver it. The cost is anticipated to be in the region of £50,000 and funding will be sought from the CoLC's Transformation Fund. The need for additional budget for the legal input necessary to support the Land Use Assessment will be assessed as the detailed scope of the project is defined, and included within any funding bids as appropriate.

It should be noted that as Members have indicated that this work is a priority and should be completed by mid to late 2025, the Executive Director Environment has approved the appointment of a consultant to enable work to be progressed, underwritten by the Department's budget, which will ensure the work is not delayed.

**Resource implications:** The Terms of Reference at Appendices 1 and 2 outline membership of officer task and finish groups for oversight and delivery of these two workstreams.

**Legal implications:** Comptrollers and City Solicitors representation is included in both the Policy Development and Land Use Assessment work streams. The Complementary Land parcels were acquired at different times and have differing legal contexts. For example, while the majority are held in City's Estate, there are parcels adjacent to Epping Forest held in City Fund. Some parcels will have specific restrictive covenants on their titles. These factors will need to be taken into account during the review, and are particularly relevant to the 'constraints' element of the Land Use Assessment. The Complementary Land Policy will need to reflect the distinctions between CoLC in its charity trustee capacity and in its City's Estate/Fund capacities in the use and management of the various parcels, with appropriate supporting internal governance mechanisms identified and implemented.

**Risk implications:** Risks of both Complementary Land Policy Development and Complementary Land Use Assessment will be recorded on NECR Risk Register and managed by the Task and Finish Group for each project stream.

**Equalities implications:** Equalities implications will be taken into account where relevant as the Complementary Land Policy and Land Use Assessment are developed.

**Climate implications:** The City of London Climate Action Strategy will be taken into account both in the development of the Complementary Land Policy and in the Land Use Assessment. The latter will also include existing Natural Capital Assessment data and Biodiversity Net Gain potential, in combination with other considerations such as mitigation of local development pressures.

**Security implications:** To be included as part of Land Use Assessment (for example, if change of use of all or part of an existing land parcel presented a security concern to a charity or CoLC property).

### **Appendices**

Appendix 1: Terms of Reference: Complementary Land Policy Development

Appendix 2: Terms of Reference: Complementary Land Use Appraisal

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# **City of London Complementary Land and Associated Assets Policy**

## **Development: Draft Terms of Reference 8/4/2025**

### **1. Introduction**

The City of London Corporation (CoLC) manages a number of greenspaces in and around London, which are located outside of the Square Mile. Most of these greenspaces are held by the CoLC in its capacity as the sole trustee of the charities, but some assets are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding, henceforth described as 'Complementary Land'.

Land held by the NE charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. Complementary Land is not restricted to these objects, but its purpose originally and historically has been to support and protect the land which is subject to those charitable objects. For instance, many Complementary Land assets are essential for operational purposes and host buildings and facilities such as farm buildings and offices. However, a large area of Complementary Land around the northern sections of Epping Forest, is a mosaic of tenanted farmland, grassland, woodland or other open space and is not directly covered by the obligations of the Epping Forest Act. Similar sites exist at other Natural Environment sites but not to the same scale as at Epping Forest.

This document sets out the terms of reference for the Complementary Land Policy, to create a policy for managing what we now describe as 'Complementary Land' – defined as land parcels and associated assets that are close to (usually bordering) and managed in complement with the Natural Environment charities' assets. Complementary Land assets are not charity assets, instead being owned by the CoLC and held in City's Estate or City Fund.

### **2. Membership**

The Task and Finish Group will be chaired by the Natural Environment Director. The following departments/teams will be represented on the Group: City Surveyor's, the City Bridge Foundation (Central Funding and Charity Management Team), Comptrollers & City Solicitors, Town Clerk's, The Policy Unit, Chamberlains, and the Natural Environment Division. Representatives from Planning and from the Climate Action Programme will be invited into meetings as needed.

### **3. Purpose**

The purpose of this work is to undertake a review of Complementary Land and to create a policy that:

- 1) Updates and/or replaces extant policy and governance documentation relevant to the land parcels and assets, in particular the Epping Forest Buffer Land Policy;
- 2) Creates a framework for the City Corporation governance, resourcing and management of Complementary Land;

- 3) Considers the intention for which Complementary Land was originally purchased or transferred including specific circumstances arising;
- 4) Defines what Complementary Land needs to provide to support the charities now and considers if the original purchase intentions remain relevant;
- 5) Provides recommendations for any long-term charity governance and legislative powers required for the charities to manage Complementary Land;
- 6) Fully considers and clarifies the process for acquisition/disposal of Complementary Land;
- 7) Provides a clear framework for financial arrangements relating to the management, acquisition and disposal of Complementary Land.

#### **4. Duration**

The Complementary Land Task and Finish Group will exist until the Complementary Land Policy is approved and associated implementation processes and procedures have been agreed. Officers aim to bring the Complementary Land Policy to Policy & Resources Committee in 2025 for approval.

#### **5. Governance**

A policy recommendation from the Complementary Land Task and Finish Group will be brought to Policy & Resources Committee for decision as these assets are held by the CoLC in City's Estate or City Fund. Prior to this, Natural Environment Committees and other key stakeholders will be consulted on the content of the Policy as the use and management of Complementary Land assets may have implications for the management of charity sites and operations. Feedback from these engagements will be shared with P&R along with the proposed policy.

#### **6. Legal Advice**

Initial legal advice has been sought from C&CS and external legal advisors; this will be considered as part of policy development through C&CS representation on the Task and Finish Group. Further advice will be obtained as necessary as work progresses.

#### **7. Financial Advice**

Initial advice on financial arrangements has been sought from external legal advisors and CHB. Further advice will be considered through Chamberlains' representation on the Task and Finish Group.

#### **8. Meetings and Process**

The Complementary Land Policy Task and Finish Group will meet regularly. Initial reports outlining background, ToRs, timelines and long-term aims will go to NE and P&R committees in late spring to early summer 2025. This work is within scope of the Natural Environment Charities Review and will be funded from the agreed NECR budget.

# **City of London Complementary Land Use Appraisal **Draft** Terms of Reference**

08/04/2025

## **1. Introduction**

The City of London Corporation (CoLC) manages a number of greenspaces in and around London which are located outside of the Square Mile. Most of these greenspaces are held by the CoLC in its capacity as the sole trustee of the charities, but some assets are held by the CoLC in its corporate capacity with the aim of supporting charity operations and/or funding, henceforth described as 'Complementary Land'. Complementary Land assets are not charity assets, instead being owned by the CoLC and held in City's Estate or City Fund.

Land held by the NE charities is managed and administered in line with the objects of the relevant charity, which generally require the preservation of these greenspaces in perpetuity for the recreation and enjoyment of the public. Complementary Land is not restricted to these objects, but its purpose originally and historically has been to support and protect the land which is subject to those charitable objects. For instance, many Complementary Land assets are essential for operational purposes and host buildings and facilities such as farm buildings and offices. However, a large area of Complementary Land around the northern sections of Epping Forest is a mosaic of tenanted farmland, grassland, woodland or other open space and is not directly covered by the restrictions of the Epping Forest Act. Similar assets exist at other Natural Environment sites but not to the same scale as at Epping Forest.

Complementary Land parcels and the built assets on them may provide opportunities for income, environmental buffering and improvements, commercial ventures, recreation, operational uses and other projects. They may also present opportunities for housing or other development. In order to fully inform decisions over these assets a full impartial assessment by an external consultant is proposed, which will consider all relevant criteria and associated risks, constraints and obligations. This document sets out the Terms of Reference (ToRs) for a Complementary Land Use Appraisal.

## **2. Membership**

The Task and Finish Group will be chaired by Rob McNicol, Assistant Director Planning Policy & Strategy, and will report to the Executive Director Environment, Katie Stewart. The following departments/teams will be represented on the Group: City Surveyor's, the City Bridge Foundation (Central Funding and Charity Management Team), Planning, Transformation, Comptrollers & City Solicitors, and the Natural Environment Division. Representatives from Town Clerk's, Chamberlains and the Climate Action Programme will be invited into meetings as needed.

## **3. Purpose**

A methodology will be established for appraisal of Complementary Land parcels and their associated built assets and the Task & Finish Group will oversee an independent appraisal of all Complementary Land parcels according to the agreed criteria, ultimately identifying

preferred option(s) for each land parcel and making recommendations to relevant senior officer boards and committees. Key objectives are:

- 1) To define what Complementary Land needs to provide to support the charities now and reasonably foreseeable future, having regard to the intention of why the complementary land was originally purchased;
- 2) To quantify and value options for future use, with regard to corporate, charity, local, environmental, financial priorities and strategies;
- 3) To assess the potential viability of each site alternative use, e.g. housing, commercial development or other development, and/or for natural conservation (i.e. biodiversity net gain) of whole or part of those land parcels, in view of the corporation and Charities' priorities; subject to planning permission and taking into consideration such matters as changing National Green Belt policy, Local Plan and new housing targets for local authorities;
- 4) To understand and compile an assessment of constraints and obligations against those land parcels and assets;
- 5) To fully articulate upfront costs and risks alongside opportunities and value (current or potential) for each option;
- 6) To calculate and apply scoring and weighting to each element to assess highest priority opportunities;
- 7) To establish said scoring and weighting as a standard for future plans, disposals and acquisitions.

#### **4. Duration and Resourcing**

Engagement of a suitable consultant will take place by June 2025 with completion of the appraisal by end of 2025. Recommendations to senior officer panels and appropriate Committees will be made by the end of 2025.

This work, in particular the potential for housing or commercial use of these land parcels, has been requested by Policy & Resources Committee and is outside of the budgeted scope of the Natural Environment Charities Review (although the overarching Complementary Land Policy is included within scope). It is estimated that up to £50,000 will be needed to engage a suitably qualified consultancy firm to carry out this independent assessment to the required standard.

#### **5. Governance**

The appraisal with recommendations for each of the land parcels at each location will be brought to each of the local Natural Environment Management Committees and Resource Allocation Sub-Committee for consultation and then brought to Policy &

Resources Committee for approval as these assets are currently held by the CoLC in City's Estate or City Fund.

Following approval of the assessment and options, delegated authority will be sought from Policy & Resources Committee to manage the implementation of recommended options, alongside any necessary changes to standing orders or terms of reference.

## **6. Legal Advice**

Initial legal advice has been sought from C&CS and external legal advisors; this will be considered as part of developing the methodology for assessment, and through C&CS representation on the Task and Finish Group. Further advice will be obtained as necessary, (particularly in relation to understanding constraints, obligations and risks) as work progresses. The level of input needed will be scoped as the methodology of assessment is developed further, and reflected in future funding requests as necessary.

## **7. Financial Advice**

Initial advice on financial arrangements and internal governance mechanisms relating to management of Complementary Land was received during the scoping phase of the NECR. Further advice will be considered through CHB representation on the Task and Finish Group, and obtained externally as required.

## **8. Meetings and Process**

The Complementary Land Use Appraisal Task and Finish Group will meet on a regular basis. Initial reports outlining background, Terms of Reference, timelines and long-term aims will go to committees in spring to early summer 2025.

## **9. Funding**

This appraisal work is outside the agreed scope of the Natural Environment Charities Review and is a corporate review of non-charitable land and property assets and therefore additional funding will be necessary to support this workstream. A request for Transformation funding will be made.

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## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath, Highgate Wood, and Queen's Park	<b>Dated:</b> 20 May 2025
<b>Subject:</b> Five-year Business Plan (Highgate Wood)	<b>Public report:</b> For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	Spending is and will be as per approved annual and supplemental budgets
<b>If so, how much?</b>	Spending is and will be as per approved annual and supplemental budgets
<b>What is the source of Funding?</b>	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes, where spending is planned
<b>Report of:</b>	Katie Stewart, Executive Director Environment
<b>Report author:</b>	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

### Summary

This report provides an updated draft of the first five-year Business Plan for Highgate Wood. As previously noted to this Committee, this mandated new and longer-term planning effort will be refined over the course of the next two years.

## **Recommendation(s)**

Members are asked to:

- Review and approve the Highgate Wood five-year business plan provided at Appendix 1

## **Main Report**

### **Background**

1. As previously reported to the committees, the City of London Corporation is now developing five-year Business Plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams for Highgate Wood over a five-year period and will show how and when the various workstreams will be resourced and delivered.
2. Business planning for NLOS is complex and has become more complex in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (e.g. City Surveyor's Department programmes and the Climate Action Strategy).
3. The development of a five-year Business Plan will support central planning, delivery, and reporting on these numerous workstreams across four sites for our NLOS sub-division, as well as better time management for Officers.
4. The five-year Business Plan will be updated annually to reflect changes in priorities and resources. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
5. The five-year Business Plan for Highgate Wood lists proposed workstreams to deliver on the charitable obligations and strategic themes of the Highgate Wood Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for Highgate Wood, and progress against them will be reported.
6. The five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained

environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.

7. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.
8. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of the Highgate Wood.
9. This first iteration of the five-year Business Plan currently focuses on 2025-26 and 2026-27. The plan will be further developed over time as greater clarity on future years' resources becomes available, Officers complete the project prioritisation process as needed, and Officers develop estimates on the resourcing needed to deliver sought workstreams.
10. Estimating the resourcing devoted to workstreams, both at Highgate Wood and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at Highgate Wood (eg, Rangers working exclusively at Highgate Wood), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.

## **Corporate & Strategic Implications**

### Strategic implications

11. The Highgate Wood five-year Business Plan will further the Highgate Wood Management Plan, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

### Financial implications

12. Activities in the five-year Business Plan will be planned to meet the existing local risk of Highgate Wood.

#### Resource implications

13. Officers managing Highgate Wood are operating in a resource-constrained environment. The five-year Business Plan will support better alignment of workstreams within available resourcing to better articulate what is and is not possible to be delivered by Officers in any given year.

#### Legal implications

14. The City Corporation as the charity Trustee is responsible for ensuring that the Highgate Wood Charity fulfils its charitable purpose, which is: "The preservation in perpetuity by the Corporation of London, of the open spaces known as Highgate Wood, Highgate and Queen's Park, Kilburn as public parks or open spaces, for the perpetual use thereof by the public for exercise and recreation." The five-year Business Plan will assist the delivery of the Highgate Wood Management Plan and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity.<sup>25</sup> The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

#### Risk implications

15. Activities within the Business Plan are assessed within the Highgate Wood Risk Register.

#### Equalities implications

16. The Highgate Wood Management Plan strategic themes are committed to increased engagement, diversity, and accessibility, which the five-year Business Plan will support delivery of. Activities within the Business Plan have or will have equalities impact assessments where relevant and appropriate.

#### Climate implications

17. Several of the activities with the five-year Business Plan are specifically to address climate-related issues.

#### Security implications

18. Relevant security risks are assessed with the Highgate Wood Risk Register.

#### Conclusion

19. An initial five-year Business Plan is being developed to prioritise workstreams at Highgate Wood. This Plan will be further developed by Officers over time. The plan lists proposed prioritised workstreams to deliver on the strategic themes of the Highgate Wood Management Plan and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the Charity to articulate its priorities for Highgate Wood in a resource-constrained environment and agree with confidence the activities that will occur in Highgate Wood in any given year with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

## **Appendices**

- Appendix 1: Five-year Business Plan for Highgate Wood

## **Background Papers**

- None

## **Bill LoSasso**

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Environment Department (Natural Environment Division)

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## APPENDIX 1: Five-year Business Plan (Highgate Wood)

#	ACTIVITY	ACTIVITY DESCRIPTION	HIGHGATE WOOD MANAGEMENT PLAN THEME	2025-26	2026-27	2027-28	2028-29	2029-30	FUNDING SOURCE	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
										1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
Page 127	Annual planting	Increase the diversity of native trees and shrubs and the structural diversity of the Wood through small quantities of annual planting.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X			
	Meadow	Maintain the pond and meadow – mow meadow annually, relocate oak regeneration, monitor pond for over-shading and extend meadow on top of field.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X			
	Invasive species	External survey via Climate Action Strategy to survey damage caused by grey squirrels as part of objective to manage and invasive species.	1. Leading sustainable woodland						Climate Action Strategy			X		X	X	X			
	Visitor pressures	Explore potential for introduction of commercial dog walking licensing scheme to mitigate visitor pressures (including dogs) on woodland habitats.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
	Woodland Management Plan	Renew Woodland Management Plan and complete review by 2028, and seek funding from Forestry Commission for plan production.	1. Leading sustainable woodland						TBC (currently unfunded)			X		X	X	X		X	X
	New conservation areas	Create new 'Conservation Areas' and/or expand existing ones within woodland; including for temporary fencing and signage.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X		X	X

7	Tree/shrub planting	Undertake small quantities of annual tree/shrub planting (average approx. 25 stems per year), seeking funding from Woodland Trust for supply of trees.	1. Leading sustainable woodland						Local Risk (Highgate Wood) + External			X		X	X	X			
8	Dead hedging	Use dead-hedging and other natural barriers to establish path networks throughout the woodland and discourage free roaming.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X	X	X	X		X	
9	Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding the Heath.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)			X	X					X	X
10	Natural Environment Charity Review	Continue to work with the Charity Review Team on due diligence and preparatory work to support the Charity Review as it relates to Highgate Wood.	1. Leading sustainable woodland						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
11	Earthworks	Conserve all earthworks through gradual vegetation removal, fencing and interpretation. Ongoing maintenance of the earthworks will be required.	2. Culture & Heritage						Local Risk (Highgate Wood Charity)			X		X	X				X
Page 128	Interpretation	Update all interpretative material across the site, including within the education centre and on-site entrance signage; consider potential for new provision alongside these upgrades, such as a QR-code Tree Trail.	2. Culture & Heritage						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
13	Roman Kiln	Complete works on the Informational Hut for National Lottery Heritage Fund grant	2. Culture & Heritage						Local Risk (Highgate Wood Charity)	X			X	X	X		X		X
14	Events prospectus	Complete a marketing document to highlight potential event sites at Highgate Wood for community and commercial use	2. Culture & Heritage						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	X
15	Cafe remarketing	Complete the remarketing and releasing of the cafes at all five NLOS locations.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	
16	Site access and info	Review site entrances and update site signage/maps to identify accessible entrances and routes.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	X

17	Playground refurbishment	Undertake playground refurbishment project, to include public consultation, design stages, securing planning permission etc.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	
18	Review of licenses and agreements	Review existing licences, agreements and uses of Highgate Wood to ensure that all necessary agreements are modern, appropriate, and in place.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
19	Signage audit, replacement, and improvement	Continue to audit state of signage across Highgate Wood, replacing where resource and budget allows.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
20	Develop relationship with Metropolitan Police	Continue to develop the relationship with the Metropolitan Police via the Constabulary and local team to ensure our staff and visitors feel safe and secure in Highgate Wood	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
21	Constabulary induction programme	Complete new training and induction programme for all Constables.	3. Facilities & Access						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
Page 129	Friends of group	Re-explore the potential for creating a dedicated Friends of Highgate Wood volunteer group (potentially building upon the existing Friends of Highgate Roman Kiln).	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
	Community Engagement Toolkit	Develop a 'Community Engagement Toolkit' to guide engagement efforts in Highgate Wood on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice.	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X		X	X	X	
24	Staff training	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
25	Review of site accessibility	Perform a self-audit of access challenges in Highgate Wood to sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences in the Wood, and to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised, and ensure facilities and activities are welcoming, accessible to all, affordable and promote inclusion.	4. Community & Education						Local Risk (Highgate Wood Charity)	X		X	X	X	X		X	X	

26	Highgate Wood webpage audit	Complete the audit of the Highgate Wood webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.	4. Community & Education						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	X
27	Weddings in Highgate Wood	Review previous hosting of weddings in Highgate Wood, secure needed permits/license, and re-initiate hosting of weddings at approved locations	4. Community & Education						Local Risk (Highgate Wood Charity)	X			X	X			X		
28	Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	4. Community & Education						Local Risk (Highgate Wood Charity)	X			X	X	X		X	X	
29	Flood management	Research Highgate Wood's hydrology in order to inform improved management and contribute to flood alleviation at sports pitches / field.	5. Climate resilience						Local Risk (Highgate Wood Charity)			X		X	X	X		X	
30	Building carbon footprint	Assess current carbon footprint of all buildings, vehicles and machinery, and implement a programme of improvements to achieve tangible reductions.	5. Climate resilience						Local Risk (Highgate Wood Charity)			X		X	X	X			
31	Pest control	Continue to implement pest control measures across the site to tackle problems with grey squirrel and rats. Include for public education/notification.	<select>						Local Risk (Highgate Wood Charity)			X		X	X	X		X	
32	Wildfire preparedness	Train staff in preventive measures and preparedness for wild fires given the existing and increased risk of fires in Highgate Wood.	5. Climate resilience						Local Risk (Highgate Wood Charity)			X		X		X			
33	Hedgehog research	Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities.	5. Climate resilience						External			X				X		X	

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by Highgate Wood and NLOS staff.

	Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.							Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X
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	<i>Risk Register Actions</i>	<i>Complete the actions itemised in the Highgate Wood Risk Register</i>			Local Risk (Highgate Wood Charity)	X		X	X	X	X	X	X	X	X	X	X	X	X
	<i>Cyclical Works Programme (City Surveyor's Dept)</i>	<i>Numerous workstreams to be itemised. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.</i>			Cyclical Works Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X	X	X	X	X
	<i>Reactive Building Repairs &amp; Maintenance Programme (City Surveyor's Dept)</i>	<i>Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.</i>			Reactive Bldg Repairs & Maint Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X	X	X	X	X
	<i>Heath Hands Volunteering and Programming</i>	<i>Numerous workstreams. Continue to support Heath Hands' work on Hampstead Heath in alignment with the new five-year agreement.</i>			Heath Hands and Local Risk	X		X	X	X	X	X	X	X	X	X	X	X	X

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## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath, Highgate Wood, and Queen's Park	<b>Dated:</b> 20 May 2025
<b>Subject:</b> Five-year Business Plan (Queen's Park)	<b>Public report:</b> For decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>• delivers Corporate Plan 2024-29 outcomes</li> <li>• provides statutory duties</li> <li>• provides business enabling functions</li> </ul>	
<b>Does this proposal require extra revenue and/or capital spending?</b>	Spending is and will be as per approved annual and supplemental budgets
<b>If so, how much?</b>	Spending is and will be as per approved annual and supplemental budgets
<b>What is the source of Funding?</b>	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Yes, where spending is planned
<b>Report of:</b>	Katie Stewart, Executive Director Environment
<b>Report author:</b>	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

### Summary

This report provides an updated draft of the first five-year business plan for Queen's Park. As previously noted to this Committee, this mandated new and longer-term planning effort will be refined over the course of the next two years.

## **Recommendation(s)**

Members are asked to:

- Review and approve the Queen's Park five-year business plan provided at Appendix 1

## **Main Report**

### **Background**

1. As previously reported to the committees, the City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams for Queen's Park over a five-year period and will show how and when the various workstreams will be resourced and delivered.
2. Business planning for NLOS is complex and has become more complex in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (eg, City Surveyor's Department programmes and the Climate Action Strategy).
3. The development of a five-year business plans will support central planning, delivery, and reporting on these numerous workstreams across four sites for our NLOS sub-division, as well as better time management for Officers.
4. The five-year Business Plan will be updated annually to reflect changes in priorities and resources. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
5. The five-year Business Plan for Queen's Park lists proposed workstreams to deliver on the charitable obligations and strategic themes of the Queen's Park Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for Queen's Park, and progress against them will be reported.
6. The five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained

environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.

7. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.
8. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of the Queen's Park.
9. This first iteration of the five-year Business Plan currently focusses on 2025-26 and 2026-27. The plan will be further developed over time as greater clarity on future years' resources becomes available, Officers complete the project prioritisation process as needed, and Officers develop estimates on the resourcing needed to deliver sought workstreams.
10. Estimating the resourcing devoted to workstreams, both at Queen's Park and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at Queen's Park (eg, Rangers working exclusively at Queen's Park), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.

## **Corporate & Strategic Implications**

### **Strategic implications**

11. The Queen's Park five-year Business Plan will further the Queen's Park Management Plan, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

### **Financial implications**

12. Activities in the five-year Business Plan will be planned to meet the existing local risk of Queen's Park.

### Resource implications

13. Officers managing Queen's Park are operating in a resource-constrained environment. The five-year Business Plan will support better alignment of workstreams within available resourcing to better articulate what is and is not possible to be delivered by Officers in any given year.

### Legal implications

14. The City Corporation as the charity Trustee is responsible for ensuring that the Queen's Park Charity fulfils its charitable purpose, which is: "The preservation in perpetuity by the Corporation of London, of the open spaces known as Highgate Wood, Highgate and Queen's Park, Kilburn as public parks or open spaces, for the perpetual use thereof by the public for exercise and recreation." The five-year Business Plan will assist the delivery of the Queen's Park Management Plan and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity.<sup>25</sup> The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

### Risk implications

15. Activities within the business plan are assessed within the Queen's Park Risk Register.

### Equalities implications

16. The Queen's Park Management Plan strategic themes are committed to increased engagement, diversity, and accessibility, which the five-year Business Plan will support delivery of. Activities within the business plan have or will have equalities impact assessments where relevant and appropriate.

### Climate implications

17. Several of the activities with the five-year Business Plan are specifically to address climate-related issues.

### Security implications

18. Relevant security risks are assessed with the Queen's Park Risk Register.

## Conclusion

19. An initial five-year Business Plan is being developed to prioritise workstreams at Queen's Park. This Plan will be further developed by Officers over time. The plan lists proposed prioritised workstreams to deliver on the strategic themes of the Queen's Park Management Plan and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the Charity to articulate its priorities for Queen's Park in a resource-constrained environment and agree with

confidence the activities that will occur in Queen's Park in any given year with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

## **Appendices**

- Appendix 1: Five-year Business Plan for Queen's Park

## **Background Papers**

- None

## **Bill LoSasso**

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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APPENDIX 1: Five-year Business Plan  
(Queen's Park)

#	ACTIVITY	ACTIVITY DESCRIPTION	2025-26	2026-27	2027-28	2028-29	2029-30	FUNDING SOURCE	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
									1. Diverse Engaged Commu	2. Dynamic Economic Grow	3. Leading Sustainable Envi	4. Vibrant Thriving Destin	5. Providing Excellent Servic	6. Flourishing Public Spaces	1. Nature Conservation and	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Lei
1	Tennis courts	Repairs to tennis court surfacing affected by root heave						Local Risk (Queen's Park Charity)				X	X	X			X	
2	Fencing	Repair/replacement of fencing (park-wide and farm). Consider options to discourage incursion into wildflower meadow areas or control access eg through mown paths.						Local Risk (Queen's Park Charity)				X	X	X			X	
3	Park operational spaces	Review of layout and usage of park depot and office space above cafe						Local Risk (Queen's Park Charity)					X	X			X	
4	Paddling Pool	Review the existing out-of-service paddling pool and propose a future use of the space						TBC (currently unfunded)	X			X	X	X		X	X	

5	Pitch and Putt	Review usage of the facility to streamline service for users and mitigate operational impact to ranger team						Local Risk (Queen's Park Charity)	X			X	X	X		X	X
6	Cafe remarketing	Complete the remarketing and releasing of the cafes at all five NLOS locations.						Local Risk (Queen's Park Charity)	X			X	X	X		X	
7	Flood alleviation	Develop strategy for improved drainage and flood alleviation to reduce the number and scale of flood events in the Park which currently impact public access, Park fabric, planting and landscape and increase demands on the Park management team						Local Risk (Queen's Park Charity)			X		X	X	X		
8	Woodland Walk	Complete review of existing woodland walk on northern end of the Park, confirm current benefits, and consider proposal for redesign of Park/pitch and putt and expansion of woodland walk						Local Risk (Queen's Park Charity)			X	X	X	X	X		X
9	Bandstand refurbishment	Renovate and repaint the bandstand						Cyclical Works Programme (City Surveyor's Dept)	X			X	X	X		X	X
10	Hedgerow	Plant additional hedgerow in the Park						Local Risk (Queen's Park Charity)			X		X	X	X		
11	Squirrel impact survey (contractor)	External survey via Climate Action Strategy to survey damage caused by grey squirrels as part of objective to manage and invasive species.						Climate Action Strategy			X		X	X	X		

12	Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding Queen's Park						Local Risk (Queen's Park Charity)			X		X					X
13	Strengthen relationship with Metropolitan Police	Continue to develop the relationship with the Metropolitan Police via the Constabulary and active attendance at Met-hosted meetings.						Local Risk (Queen's Park Charity)	X		X	X	X		X	X	X	
14	Constabulary induction programme	Continue to develop the relationship with the Metropolitan Police via the Constabulary and local team to ensure our staff and visitors feel safe and secure in Queen's Park						Local Risk (Queen's Park Charity)	X		X	X	X		X	X	X	
15	Natural Environment Charity Review	Continue to work with the Charity Review Team on due diligence and preparatory work to support the Charity Review as it relates to Queen's Park						Local Risk (Queen's Park Charity)	X		X	X	X	X	X	X	X	X
16	Review of licenses and agreements	Review existing licenses, agreements and uses of Queen's Park to ensure that all necessary agreements are modern, appropriate, and in place						Local Risk (Queen's Park Charity)	X		X	X	X		X	X	X	X
17	Allotments	Review allotment usage and management to discourage neglected and disused plots						Local Risk (Queen's Park Charity)	X		X	X	X		X	X	X	
18	Quiet Garden planting	Continue to develop more sustainable planting to the Quiet Garden to enhance biodiversity while maintaining an attractive visual amenity for visitors and retaining historic character						Local Risk (Queen's Park Charity)			X	X	X	X	X			

19	Tree succession	Develop tree succession plan to safeguard the Park's distinctive tree and woodland cover in the longer term and contribution to nature conservation and climate mitigation. Consider species selection plan to balance						Local Risk (Queen's Park Charity)			X				X	X			X
20	Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.						Local Risk (Queen's Park Charity)	X		X	X	X	X	X	X	X	X	X
21	Dog walking	Review dog walking provision and requirements/regulations to ensure that dogs are controlled and that all visitors feel safe. Consider a commercial dog walking licensing scheme.						Local Risk (Queen's Park Charity)			X		X		X			X	
22	Review of signage	Continue to review, and where appropriate update or enhance, signage and interpretation in the Park						Local Risk (Queen's Park Charity)	X		X	X	X	X	X	X	X	X	X
23	Webpage audit	Complete the audit of the Queen's Park webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.						Local Risk (Queen's Park Charity)	X		X	X	X			X	X	X	
24	Review of site accessibility	Review accessibility challenges at Queen's Park to understand and address challenges to access						Local Risk (Queen's Park Charity)	X			X	X	X		X	X	X	
25	Volunteering	Widen volunteer engagement in all aspects of Park management, including practical maintenance, surveys such as wildlife monitoring, and biodiversity.						Local Risk (Queen's Park Charity)	X		X	X	X	X	X	X	X	X	
26	Community Engagement Toolkit	Develop a 'Community Engagement Toolkit' to guide engagement efforts in Queen's Park on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice.						Local Risk (Queen's Park Charity)	X		X	X	X		X	X			X
27	Active recreation	Seek opportunities to widen visitor engagement with sports and active recreation, and consider improvement of the Trim Trail, which is heavily used.						Local Risk (Queen's Park Charity)	X			X	X	X		X	X		

28	Active recreation	Retain Parkrun, and review running course to minimise impact to Park						Local Risk (Queen's Park Charity)	X			X	X			X	X	
29	Weddings in Queen's Park	Review previous hosting of weddings in Queen's Park, secure needed permits/license, and re-initiate hosting of weddings at approved locations						Local Risk (Queen's Park Charity)	X			X						
30	Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.						Local Risk (Queen's Park Charity)				X	X	X				X
31	Events prospectus	Complete a marketing document to highlight potential event sites at Queen's Park for community and commercial use						Local Risk (Queen's Park Charity)	X			X	X	X		X	X	X
32	Sports activities	Review of sports uses in the park and licensing of activities where appropriate						Local Risk (Queen's Park Charity)	X			X	X	X		X	X	
33	Playground	Develop best practice guide for the playground at Queen's Park via the Playground Working Group						Local Risk (Queen's Park Charity)	X			X	X	X		X	X	
34	Conservation management plan	Review and update conservation management plan for the Park						Local Risk (Queen's Park Charity)			X	X		X				X
35	Farm interpretation	Improve farm interpretation and include posters about how customers can support the Farm						Local Risk (Queen's Park Charity)	X			X	X	X		X	X	
36	Donations	Ensure there is signage around the Park informing people how they can donate to Queen's Park Charity with a QR code						Local Risk (Queen's Park Charity)			X	X	X	X	X		X	X
37	Heritage signage	Create heritage signs for the bandstand, veteran Oak, Hawthorn and Lych Gate						Local Risk (Queen's Park Charity)	X			X	X	X		X	X	X

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by Queen's Park and NLOS staff.

	Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.						Local Risk (Queen's Park Charity)	X		X	X	X	X	X	X	X	X
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	<i>Cyclical Works Programme (City Surveyor's Dept)</i>	<i>Numerous workstreams to be itemised. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.</i>		Cyclical Works Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X	
	<i>Reactive Building Repairs &amp; Maintenance Programme (City Surveyor's Dept)</i>	<i>Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.</i>		Reactive Bldg Repairs & Maint Programme (City Surveyor's Dept)	X		X	X	X	X	X	X	X	X	
	<i>Risk Register Actions</i>	<i>Complete the actions itemised in the Queen's Park Risk Register</i>		Local Risk (Queen's Park Charity)	X		X	X	X	X	X	X	X	X	

## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath, Highgate Wood, and Queen's Park Committee	<b>Dated:</b> 20 May 2025
<b>Subject:</b> Queen's Park water play feature	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"> <li>delivers Corporate Plan 2024-29 outcomes</li> </ul>	-Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
<b>Does this proposal require extra revenue and/or capital spending?</b>	Yes
<b>If so, how much?</b>	£250,000 - £275,000
<b>What is the source of Funding?</b>	Local Risk Budget (£112K) £62K from 2024-25 £50K from 2025-26  Cyclical Works Programme (£66K)  £72-£97K in external funding to be secured.
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	Internal funding has been approved
<b>Report of:</b>	Katie Stewart, Executive Director, Environment
<b>Report author:</b>	Charlotte Williams, Head of Operations and Parks, North London Open Spaces

### Summary

This report provides Members with an update on the feasibility of reopening a water play feature at Queen's Park. It provides options on how to proceed, with Officers recommendation to install a splash pad in the location.

## **Recommendation(s)**

Members are asked to:

- Approve Option 1 as outlined in paragraph 27 herein.

## **Main Report**

### **Background**

1. The paddling pool at Queen's Park was installed in 1999. It has been mainly closed since 2020 due to the Covid pandemic restrictions, underlying operational issues with the pool and its adjacent treatment plant, which requires repair, and staff shortages.
2. There is desire by officers, Members and the local community to return this space to active recreational use. However, the required repairs, ongoing operating costs, and staff training and supervision that are needed to ensure compliance with relevant legislation, make the current paddling pool facility very costly and time consuming to repair, maintain and operate.
3. The paddling pool at Queen's Park is an important recreational facility, which benefits the local community. It helps us to deliver our charitable objectives for Queen's Park, forms part of the 10-year management plan, 5-Year business plan, and Natural Environment Division strategic priorities - principally Access & Recreation and Community Engagement.
4. This paper considers the potential future uses for the site, including repair and retention of the existing paddling pool, conversion and installation of a splash pad, repurposing the site for alternative, non-water play use, and 'mothballing' the paddling pool (i.e. keeping in closed).

### **Physical issues affecting the paddling pool**

5. Issues affecting the paddling pool include but are not limited to defects with the plant room, faulty dosing systems, and blocked pipes.
6. In March 2024, the City Corporation appointed a consultant to carry out a full review and assessment of the condition of the paddling pool, and to undertake an independent review of its operation. The consultant assessed pool and water treatment, as well as the pool's design. They also considered the pool's operation under governing health guidelines, its supervision needs while in operation, staff training needed to manage the facility, facility access, and facility security.
7. Pool readings and independent bacteriological tests are taken before the pool is opened each year, and every month during the operating season. The last tests were undertaken in August 2023 and were not compliant with industry standards. The current controls are inadequate, and the automatic dosing system is not operational.

8. The filtration system is dated and does not provide adequate turnover rates to ensure adequate water quality. In the UK, swimming pool filtration system regulations are primarily guided by health and safety standards and industry best practices, rather than by legislation. However, local Environmental Health Officers (EHOs) and pool operators are expected to follow authoritative guidelines such as those from the Health and Safety Executive (HSE) and Pool Water Treatment Advisory Group (PWTAG). As a result, a new paddling pool filtration system would need to be installed to meet industry standards as the existing inlets and outlets are not adequate to allow suitable flow and circulation of chlorinated water, which contributes to inadequate disinfection levels throughout the entirety of the pool.
9. There is also no provision of a cyanuric acid day tank and pump to introduce cyanuric acid to the pool, which stabilises pool water and prevents chlorine from dissipating in sunlight. This poses unacceptable safety risks and cannot be done manually.
10. The current design of the paddling pool is also not fit for purpose; it is both unsafe and does not provide suitable access for many. The paddling pool beach area slopes down to a depth of 0.5m, which can lead to young children/toddlers/babies drifting into deeper water. This requires appropriately qualified, trained, and accredited staff, and in sufficient numbers. Pool staff would need to be qualified RLSS Pool Lifeguards and qualified Paediatric First Aiders. There should also be an experienced and qualified Plant Operator on duty during pool opening hours. There is insufficient budget and capacity to provide the additional staffing required to operate and supervise the pool safely. And, by its nature, the sloping surface of the paddling pool makes it inaccessible to those with mobility challenges, in opposition with the charity's objectives.
11. In addition, the paddling pool is surrounded by a fence that has historically been scaled by trespassers and presents a problem with vandalism and hazardous materials (e.g. broken glass) being introduced into the pool overnight that is difficult to see on daily inspections before opening.
12. The paddling pool would require extensive work and expenditure to comply with HSE legislation and to carry out the recommendations from the consultant's report to make it operational and safe for users. Restoring the pool 'as is' would also require appointment of additional staff, incurring significant additional staffing, recruitment and training costs to ensure staff are competent and suitably qualified. There is no budget available to pay for this.
13. The estimated cost to complete the necessary works to reopen and operate the paddling pool for the 2025 season in compliance with HSE legislation is £92,475 (Appendix 2). This does not include the cost of recruiting and training of additional staff, which would be ongoing costs that are also not funded.
14. Repairing and reopening the paddling pool 'as is' would not address the problems with the current design and there is no budget to pay for the

additional staff needed. There is also no budget available to cover the cost of weekly maintenance, which would need to be done by staff when the paddling pool is open.

### **Staffing requirements of the paddling pool**

15. Due to the current design profile of the paddling pool, it would be necessary to provide constant supervision by appropriately qualified and trained members of staff during all pool opening hours from May to September. At a minimum, two qualified trained staff would be needed per day to allow for adequate breaks and support during times of heavy use and otherwise. This is currently not possible. as there is a staff shortage at Queen's Park and no funding is available to pay for additional staff.
16. Any staff working at the paddling pool would need to be appropriately qualified, trained, and accredited. Pool staff would need to be qualified RLSS Pool Lifeguards and qualified Paediatric First Aiders. There should also be an experienced and qualified Plant Operator on duty during pool opening hours.
17. The current staffing structure only allows Operative Rangers - who are not skilled at or accredited to carry out these duties - to potentially oversee the paddling pool. As noted, however, there is not sufficient staffing to accommodate this additional demand, and providing the necessary level of staffing for the paddling pool is currently unachievable and unaffordable and would not align with operational needs and priorities for the existing team of Operative Rangers.

### **Splash Pad**

18. While returning the paddling pool to operation is neither achievable or advisable, Officers do seek to return a water play feature to Queen's Park to support local needs and priorities. Officers believe that installation of a splash pad would not only achieve this, but it would also do so in a way that is safer, operationally more achievable and cheaper, and would provide a facility that is accessible to more of the community.
19. A splash pad is a recreational area, often in a public area, for water play that has little or no standing water. Typically, they have above ground play items and ground level water sprays. The water is either freshwater or recycled and treated water, and splash pads are surfaced in textured, non-slip concrete or in a rubber crumb material. An illustrative example is included in Appendix 1.
20. Open splash pads offer many benefits compared to paddling pools. They require less maintenance, are easier to clean and faster to open, and provide a safer experience. They are also more accessible when at ground level, as they allow for greater access to those with mobility challenges. Importantly, they offer many operational benefits, as no lifeguarding or staff resource is needed, as there is no water depth, so they are safer, easier and more cost effective to operate from a staffing perspective.

21. Splash pads are also proving increasingly popular in public recreation spaces, as they are more interactive safe spaces that are inclusive, accessible, and invite all ages and abilities to play together.
22. Splash pads require installation of only a very slight gradient to allow water to drain. Dependent upon the water management system installed, the used water will either enter the local sewer, be collected and repurposed for irrigation, or recycled for more water play. Therefore, splash pads offer environmental benefits of using less water and fewer chemicals. Installation of a splash pad would support Queen's Park Charity in meeting its community, environmental, and access aims.
23. There are different models and systems. A splash pad could be created either with a flow through system, a flow through system with an additional grey water tank, or with a PWTAG-compliant recirculation system.
24. A flow-through system is the preferred system, as it is the lowest capital to install and maintain, as no water treatment is needed. Water is drawn from the mains supply to feed the features. The water quality would not need to be checked by staff every two hours.

## **Funding**

25. Officers have already identified partial funding (£178,000) for the installation of a splash pad at this point and propose a fundraising effort to raise the remaining amount, as outlined below.
  - a. £62,000 has been reserved from 2024-25 local risk to fund this project, with approval of the Chamberlain's Department.
  - b. £66,000 in the Cyclical Works Programme is allocated to a water play feature in the park, which Officers have confirmed can be used for this project.
  - c. £50,000 in local risk from 2025-26 has been identified for further contribution to the project.
  - d. The remaining amount would be raised locally via a fundraising campaign. It is worth noting that the local community has responded positively to other fundraising campaigns in the past, including the recent renovation of the sandpit at Queen's Park.
  - e. While £72,000 would be needed to fund the most affordable specification of a splash pad, an additional £25,000 (c. £97,000) is included to cover any costed risks. If additional amounts are fundraised, then Officers could improve/increase the specification to allow for installation of a more advanced facility.

## **Options**

26. There are several options to reactivate a water play feature in the part of the park, as discussed herein. The options are presented below for Committee review and approval.

27. **Option 1 (Recommended):** Formally decommission the paddling pool at Queen's Park and raise c. £97,000 to install a new splash pad water play feature in the same location that will be safer, more accessible, and easier to operate and incur lower operating costs to operate. This option is recommended, as it retains a water play feature, would allow for installation of a modern, safe, accessible feature to the play area in the park and will not require staff supervision.
28. **Option 2 (not recommended):** Invest £92,475 into the paddling pool to reopen it. This figure does not include year 1 and ongoing and additional staffing costs. This option is not recommended as it is not in line with health & safety guidance and would be difficult and expensive to repair, maintain and operate. A minimum of two qualified, trained and accredited staff would be needed and no funding is available for recruiting additional staff. The current staffing structure only allows Operative Rangers - who are not skilled at or accredited to carry out these duties - to potentially oversee the paddling pool.
29. **Option 3 (not recommended):** Repurpose the paddling pool for uses other than a water play feature. This is not recommended, and has not been explored in detail, as there is a clear desire locally, and from Officers and Members, for a water play feature to remain in the park.
30. **Option 4 (not recommended):** Maintain the status quo – an unused, non-functioning feature in a prominent area of the park. This option is not recommended, as the area is an eyesore, presents various health, safety, and anti-social behaviour risks, and inaction risks reputational damage to the City Corporation.

## Corporate & Strategic Implications

### Strategic implications

31. A water play feature is part of the 10-year Management Plan, which sits within the context of wider City Corporation plans and strategies, which address the delivery of the City Corporation's overall aims and objectives across key areas.
32. Key among these are the new Corporate Plan (2024-2029), the Natural Environment Strategies (2024- 2029), and the Climate Action Strategy (2020-2027), which set out the City Corporation's strategic approach to our managed open spaces, assets, and activities.

### Financial implications

33. The proposed option will require additional spending as outlined below.
- a. £62,000 has been reserved from 2024-25 local risk to fund this project, with approval of the Chamberlain's Department.
  - b. £66,000 in the Cyclical Works Programme is allocated to a water play feature in the park, which Officers have confirmed can be used for this project.

- c. £50,000 in local risk from 2025-26 has been identified for further contribution to the project.
- d. £97,000 will need to be raised through grants and local fundraising efforts for the most affordable specification of splash pad and to allow for any costed risks. If additional amounts are fundraised, then Officers would improve/increase the specification to allow for installation of a more advanced specification.

#### Resource implications

- 34. Officers' time to liaise with local groups and stakeholders in order to raise the required funds and campaign locally via a fundraising campaign. In addition, procurement and project management of any water play project will require officers to expend significant additional time on this project.

#### Legal implications

- 35. None

#### Risk implications

- 36. Risks are monitored and recorded through the various risk registers, including the Division and Departmental Risk Registers.
- 37. An additional £25,000 has been included in the figures to allow for any risk implications in procuring and delivering this project.

#### Equalities implications

- 38. The new splash pad would ensure compliance with our public Sector Equality Duty 2010.

#### Climate implications

- 39. None

#### Security implications

- 40. None

### **Conclusion**

- 41. This report provides Members with an update on Officers' research and due diligence into the feasibility of reopening a water play feature at Queen's Park. It provides options on how to proceed, with Officers recommendation to install a splash pad in the location at a cost estimated to be £250-£275,000.

### **Appendices:**

- Appendix 1: Illustration of splash pad
- Appendix 2: Estimated costs to reopen and operate the paddling pool

**Charlotte Williams**

## Appendix 1

### Illustration of splash pad



## Appendix 2

### Estimated costs to reopen and operate the paddling pool

Description	Cost excl. VAT
Paddling pool filtration system to meet industry standards	£37,083
Materials to treat the paddling pool	£5,222
Repair and resurface of paddling pool flooring	£44,398
First aid and emergency response materials	£2,772
Deep clean of the paddling pool before the start of the season	£1,000
Annual maintenance of the paddling pool (tank clean, pool equipment service, water sampling and summerisation/winterisation)	£2,000
<b>Total Cost:</b>	<b>£92,475</b>

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