



Hampstead Heath Consultative Committee

Date: TUESDAY, 29 APRIL 2025

Time: 5.30 pm

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

Members:

William Upton KC (Chairman)	Ella Mitchell, (Hampstead Rugby Club)
Liz Andrew, (London Natural History Society)	Helen Payne, (Friends of Kenwood)
John Arnoldi, (Heath Hands)	Harunur Rashid, (Black and Minority Ethnic Communities representative)
Councillor Marcus Boyland	Steve Ripley, (Ramblers Association)
Nick Bradfield, (Dartmouth Park Conservation Area Advisory Committee)	Susan Rose, (Highgate Conservation Area Advisory Committee)
John Etheridge, (South End Green Association)	Richard Sumray, (London Council for Sport and Recreation)
Colin Gregory, (Hampstead Garden Suburb Residents' Association)	Jeff Waage, (Heath & Hampstead Society)
Michael Hammerson, (Highgate Society)	John Weston, (Hampstead Conservation Area Advisory Committee)
Dr Gaye Henson, (Marylebone Birdwatching Society)	Michele Martin Williams, (Vale of Heath Society)
Simon Hunt, (Open Spaces Society)	
Sharlene McGee, (Leonard Cheshire)	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

a) **Draft Minutes of Hampstead Heath Consultative Committee**

To agree the public minutes and non-public summary of the Hampstead Heath Consultative Committee held on 14 January 2025.

For Decision
(Pages 7 - 16)

b) **Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee**

To note the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 04 February 2025.

For Information
(Pages 17 - 30)

4. **HEATH HANDS UPDATE**

To receive a report of Heath Hands.

For Information
(Pages 31 - 34)

5. **ASSISTANT DIRECTORS REPORT**

Report of the Executive Director, Environment.

For Information
(Pages 35 - 50)

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

Report of the Executive Director, Environment.

For Discussion
(Pages 51 - 62)

7. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES -
PROJECT UPDATE AND GOVERNANCE ARRANGEMENTS FOR
IMPLEMENTATION PHASE**

Report of the Chamberlain and the Executive Director of Environment.

For Information
(Pages 63 - 70)

8. **FIVE-YEAR BUSINESS PLAN**

Report of the Executive Director, Environment.

For Information
(Pages 71 - 86)

9. **REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information
(Pages 87 - 92)

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

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

12. **DATE OF NEXT MEETING**

The next meeting of the Hampstead Heath Consultative Committee will take place on Tuesday 17 June 2025.

Non-Public Agenda

13. **NON-PUBLIC MINUTES**

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

To agree the non-public minutes of the Hampstead Heath Consultative Committee held on 14 January 2025.

For Decision
(Pages 93 - 96)

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

To note the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 04 February 2025.

For Information
(Pages 97 - 100)

14. CYCLICAL WORKS PROGRAMME (CWP) AT HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK

Report of the City Surveyor.

For Discussion
(Pages 101 - 126)

15. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

16. 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 CONSULTATIVE COMMITTEE

Tuesday, 14 January 2025

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 14 January 2025 at 5.30 pm

Present

Members:

William Upton KC (Chairman)
John Arnoldi (Heath Hands)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Helen Payne (Friends of Kenwood)
Richard Sumray (London Council for Sport and Recreation)
Jeff Waage (Heath & Hampstead Society)
John Weston (Hampstead Conservation Area Advisory Committee)

In Attendance:

John Etheridge (South End Green Association)
Gaye Henson (Marylebone Birdwatching Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Michele Martin Williams (Vale of Heath Society)

Officers:

Emily Brennan	- Environment Department
Adrian Brooker	- Environment Department
Colin Houston	- Environment Department
Bill LoSasso	- Environment Department
Jonathan Meares	- Environment Department
Charlotte Williams	- Environment Department
Joseph Smith	- Town Clerk's Department
Callum Southern	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Liz Andrew.

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

No declarations were made.

3. MINUTES

3.1 Draft Minutes of Hampstead Heath Consultative Committee held on 16 September 2024

It was agreed by the Committee that minor amendments be made to items 9c and 9d.

RESOLVED – That, the public minutes and non-public summary of the Hampstead Heath Consultative Committee held on 16 September 2024 were approved, subject to amendments.

3.2 Minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee

The public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 22 October 2024 were formally noted.

3.3 Draft Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee

The public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 3 December 2024 were formally noted.

3.4 Minutes of the Hampstead Heath Sports & Wellbeing Forum

The public minutes of the Hampstead Heath Sports and Wellbeing Forum held on 28 November 2024 were formally noted.

Matters Arising

The Committee discussed the resignation of David Walton and expressed gratitude for his exemplary work representing various sports groups over many years.

4. APPOINTMENT OF THE MEMBER OF HAMPSTEAD RUGBY CLUB TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

The Committee noted the report.

RESOLVED – That, Members:

- Noted the report.

5. 2025 SPORTS & WELLBEING FORUM TERMS OF REFERENCE

The Committee discussed the 2025 Sports and Wellbeing Forum Terms of Reference and raised the following points:

- a) The Chair noted that the Chair and Deputy Chair of Hampstead Heath Consultative Committee would be selected as Members of the Hampstead Heath Sports and Wellbeing Forum (HHSWF). The Chair added that Members of the Consultative Committee with an interest in sport should also be Members of HHSWF.
- b) A Representative of the Heath & Hampstead Society observed that the Heath Hands had previously participated in the HHSWF, as an effective part of the City Corporation, and suggested that they would be useful participants going forward as representatives of 'an organization devoted to volunteering,' which formed part of the membership criteria. Officers confirmed that the Heath Hands did participate in the last meeting of the HHSWF in which the Terms of Reference were created. However, in creating the Terms of Reference, they were cautious not to cite organisations specifically, as a more strategic approach was preferred whereby members were appointed generally from areas of interest and expertise among Heath users.

RESOLVED – That, Members:

- Noted the report.

6. ASSISTANT DIRECTOR'S UPDATE

The Committee received the Assistant Director's report which presented an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Committee meeting on 16 September 2024.

During the discussion, the following points were raised:

- a) The Chairman informed the Committee that the 'Night of the 10,000 metres Personal Bests' event would not be taking place this year. Officers confirmed that the event was anticipated to return next year.
- b) The Chairman asked for an update on the status of repairs to the Lido and sauna. Officers responded that the Lido was due to undergo urgent electrical repairs between 3rd and 14th February, during which it would be out of operation. Officers assured the Committee that they were working closely with City Surveyors to ensure that the repairs be complete as quickly as possible.
- c) The HGSRA representative requested an update on Legionnaires' in the changing rooms. Officers reported that the changing rooms were re-tested twice for Legionnaires', with both tests coming back negative. The changing rooms were therefore re-opened and operational, being fully utilized by all the teams and flushed weekly to prevent the return of Legionnaires'. Officers indicated that they were working alongside City Surveyors to ensure that the changing rooms be retested and resampled, and that funding was being sought to install an automatic dosing flushing system that would alleviate the reliance on staff.

- d) The representative of the London Council for Sport and Recreation requested further information on the 11 separate emergency works that were identified for the Pergola and what that would mean for people wanting to use it. Officers provided detail of the stabilising repairs that were made by the City Surveyors to keep the structure safe and standing. Details were also provided of the work being done to generate a strategy and funding for the full long-term £4 million Pergola restoration, taking place in tandem with the stabilising repairs.
- e) It was queried by the London Council for Sport and Recreation representative how £50,000 had been raised for the Model Boating Pond Wildlife Sanctuary. Officers were thrilled to have raised £6,000 through crowd funding from local residents, with the remainder being funded by a local resident and Member of the Heath & Hampstead Society.
- f) The Chairman drew attention to the impact of several major storm events since September 2024 and queried whether officers were likely to review the current Met Office and local data being used. Officers reported that a review was underway, with a focus on benchmarking activity across other London sites, particularly the Royal Parks, in terms of tree management and criteria for which speeds other sites would close at. Officers confirmed that the Committee would be provided with more information at the next meeting.
- g) The Heath & Hampstead Society representative questioned whether the Zoo received accreditation at the end of 2024 as suggested by the report. Officers explained that a report was received in December detailing several recommendations that must be implemented and submitted for full accreditation and membership to be awarded.

RESOLVED – That, Members:

- Noted the report.

7. HEATH HANDS UPDATE

The Committee heard an update from Heath Hands, which detailed recent highlights, feedback received from the 2024 opinion survey and strategic objectives.

During the discussion, the following points were raised:

- a) The representative for London Council for Sport and Recreation queried the reasons for the reduction in volunteering hours on walks and talks, despite the strong focus on this area. Officers assured members that the data only shows volunteer led, however most walks are led by staff which are not covered in the report. As such, the walks have not reduced per se. The Chairman suggested that non-volunteer-based walks and talks be included in the report, underselling yourselves.

RESOLVED – That, Members:

- Noted the report.

8. FIVE-YEAR BUSINESS PLAN (HAMPSTEAD HEATH)

The Committee received the Assistant Director's report which provided a working draft of the first five-year business plan for Hampstead Heath.

During the discussion, the following points were raised:

- a) The Hampstead Garden Suburb Residents' Association representative suggested that the discussion be postponed and that the Five-Year Business Plan be discussed in conjunction with the following item on the Project Prioritisation Process.

RESOLVED – That, Members:

- Noted the report.

9. PROJECT PRIORITISATION PROCESS

The Committee received the Natural Environment Director's report which proposed a project prioritisation process for Hampstead Heath, Highgate Wood and Queen's Park Committee.

During the discussion, the following points were raised:

- a) The Chairman sought clarity on which of the two different maximum prioritisation scores contained in the report were to be taken forward (one being 44 and the other being 45). Officers responded that there was an error in the calculation and that the correct scores would be reported to the Committee at the next meeting.
- b) The representative from HGSRA questioned how the order of the Five-Year Business Plan was determined considering that the prioritisation process and funding were both given as factors in determination. The HGSRA representative also questioned whether funding was a factor in the project prioritisation process. Officers suggested that the financial and staffing resources required for project delivery were not considered in the prioritisation process. One of the prioritisation criteria was that a project achieves income generation, however this was assessed separately to the cost of delivery. Once all projects were prioritised, Officers would assess them in a cascading fashion until the point that a project was reached where no funding was available. Unfunded projects would need additional resource and fundraising, and Officers noted that a fundraising plan would be produced by a fundraising consultant, with effort being made to fund the higher priorities in the unfunded category.

- c) The LCSR representative stated that the Annual Work Plan should be an integral part of the prioritisation process and that it should emanate from the Five-Year Business Plan. Officers confirmed that the Hampstead Heath Strategy was the primary document for reference but indicated that numerous plans would inform their work on the Heath. Officers agreed that there was a need to bring all the plans into one place.
- d) The representative from LCSR suggested that it would be beneficial if upcoming projects were separated into three categories: essential, desirable or aspirational. Officers confirmed to the Committee that many 'essential' tasks fell under business-as-usual work, with the prioritisation process being applied to all remaining projects.
- e) The representative from LCSR asked that officers clarify the meaning of local risk. In response, Officers told the Committee that local risk refers to local budget, with the other budget being central risk and recharges.
- f) The LCSR representative advised that it would be useful if Officers could provide information on which projects require revenue, and which require capital. The LCSR representative also expressed concern that the potential to fundraise for a project would not be known until it is scored as a priority and fundraising is sought. Officers indicated that the Project Prioritisation Process was a work in progress and that a lot of further work was needed to take place, including the introduction of a standard project planning process. Officers assured Members that the Natural Environment Charity Review (NECR) would bring greater clarity.
- g) It was queried by the Heath and Hampstead Society representative whether the prioritisation process was introduced to enable the Heath to identify what could be done within the fixed budget, or whether it was a process by which the Heath would develop proposals or negotiations for funding. Officers stated that its primary function was to establish what we can do with existing resources, with the additional ability to identify unfunded projects and develop funding bids.
- h) A representative from the Vale of Heath Society enquired when the Fundraising Consultant was likely to be hired and sought clarification on their exact role and whether further plans existed for the establishment of a fundraising team. Officers advised that the consultant would hopefully be in place by April or May 2025 and would be appointed to identify fundraising potential by site and identify the fundraising capacity needed to realise that potential. Officers added that an initial budget totalling £1.5 million was requested from Finance Committee, Resource Allocation Sub-Committee and Policy and Resources Committee, with some allocation for fundraising, and it was clearly articulated the cost of establishing a fundraising team would be identified during the first year.
- i) The representative from London Council for Sport and Recreation questioned whether the budget setting for 25/26 would be the same as it had previously been. Officers advised that this would be determined by

the NECR; budgeting for the current financial year would remain the same, but from 2025/26 a different model was to be implemented for Epping Forest & West Ham Park Charity, with the remaining charities, including Hampstead Heath due to transition in 2026/27.

- j) The Highgate Society representative enquired whether the fundraising consultant would help mitigate the problem of different charities competing for money from same sources. Officers advised that this would be a part of their role.

As this point, the Chairman sought approval from the Sub-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.

RESOLVED – That, Members:

- Noted the report.

10. HAMPSTEAD HEATH DOG SWIMMING AND PESTICIDE INTRODUCTION

The Committee received the report of the Senior Ecologist which presented a summary of a recent scientific study focused on the link between dog swimming and pesticide introduction into Hampstead Heath ponds.

During the discussion, the following points were raised:

- a) The Chairman sought further clarity regarding the timescale and next steps. Officers informed the Committee that the paper was due to go to the Hampstead Heath, Highgate Wood and Queen's Park Committee. Immediate actions were also to be taken, including new signage and engagement with visitors to change behaviours.
- b) The representative of the Hampstead Garden Suburb Residents' Association queried how quickly the water would recover following the removal of chemicals. Officers cited recent evidence of the chemicals breaking down quickly into different constituent parts but advised the Committee that the pollution could be worse following the breaking down of the chemicals.

RESOLVED – That, Members:

- Noted the report.

11. RE-OPENING OF FORMER TENNIS HUT AT PARLIAMENT HILL

The Committee received 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 representative of the Hampstead Garden Suburb Residents' Association favoured the proposal and expressed hope that a similar interpretation base might be opened at the shelter by the entrance to the formal gardens at the northern end of the Heath. The HGSRA representative also suggested that information on management topics, for example the leaky dams, be added to the information boards.
- b) The Chairman queried whether the information hub was in addition to the existing one at Kenwood House dairy. Officers informed the Committee that the plan for early summer was to open the tennis hut on a Saturday and the dairy on a Sunday, depending on Heath Hands' resources.

The Committee endorsed the proposals.

RESOLVED – That, Members:

- Noted the report.

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

The Committee received the report of the Superintendent which proposed procedure to guide the annual review of fees and charges on Hampstead Heath and proposes fees and charges for financial year 2025-26.

During the discussion, the following point was raised:

- a) The Chairman requested that officers introduce their suggestions in terms of general percentages. Officers responded that a process has been laid out which would be replicated each year. It was proposed that all fees increase by the rate of inflation in September, which was 2.7%.

RESOLVED – That, Members:

- Noted the report.

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

There were no questions relating to the work of the Committee.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no other business considered urgent raised by the Chairman.

15. 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.

16. NON-PUBLIC MINUTES

16.1 Draft Non-Public Minutes of Hampstead Heath Consultative Committee

RESOLVED, that, the non-public minutes of the Hampstead Heath Consultative Committee held on 16 September 2024 were approved.

16.2 Non-Public Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee

RESOLVED, that, the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 22 October 2024 were formally noted.

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

RESOLVED, that, the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee on 3 December 2024 were formally noted.

17. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were five questions relating to the work of the Committee.

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

There was no other business considered urgent raised by the Chairman.

The meeting ended at 8.05 pm

Chairman

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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
Alderswoman 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

Chairman

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

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Heath Hands Activity Update: 1st April 2024 to 31st March 2025

Report to: Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood, and Queen's Park Committee.

Author: Colin Houston

Heath Hands overview

1. Heath Hands is a registered charity delivering conservation, community, learning and wellbeing programmes across Hampstead Heath, Highgate Wood, Keats House and at the Kenwood Estate.
2. This short report summarises the charity's main activities on NLOS during this financial year according to its strategic and charitable objectives and Strategy and pursuant to the Partnership Agreement signed with the City of London Corporation through until 2029.

Highlights

3. The involvement of volunteers has been growing on Hampstead Heath over the last twelve months with over 14,000 hours contributed compared to a usual annual average of 10,500. For a breakdown of activity across the sites, compared against the average please see the graph on page 3.
4. Our current number of active volunteers is 191. Over the past 12 months, we recruited 51 new volunteers, with 38 individuals leaving, meaning our overall number of registered volunteers involved this year was 242.
5. In 2024 Heath Hands celebrated its 25th anniversary.

Strategic Objectives

6. The Heath Hands' Strategy (2021 - 2030) provides strategic direction, and outlines our aims and objectives and priorities through 2024/5. This report outlines below our work in furtherance of these four strategic aims (Community, Conservation, Learning, and Wellbeing) since our last report to this committees.

Conservation

7. Heath Hands' practical volunteering sessions are running across all parts of Hampstead Heath, with involvement of teams and sites as shown on graph 1 on page 3. The Ranger Team restarted sessions on the Heath Extension in December, and we provided support for the Heath and Hampstead Society-led grazing project on the Extension in September.
8. The annual wildlife monitoring projects surveying reptile, butterfly, dragonfly and phenology transects have been very successful, the latter in collaboration with LNHS. We supported several hedgehog surveys in 2024, and detailed reports on all this activity can be found on our website: www.heath-hands.org.uk/ecology-wildlife. The launch of the 2025 season begins in early April with plans for the addition of a new reptile transect covering Sandy Heath and the upper Hampstead pond chain.



9. Around the Hive, our efforts to improve biodiversity have continued this year with more than 50m² of new wildflower meadow created and 150m of new native hedgerow created. Across the Heath, we have installed 9 grass snake breeding sites, 28 hedgehog nest boxes, 10 house sparrow terraces and 5 stag beetle loggeries.
10. This year our Hedgehog Friendly Heath project has seen continued collaboration on wildlife connectivity with organisations such as Growing Green, Highgate Cemetery, Highgate Neighbourhood Forum, Frognaal Gardens, Kentish Town City Farm and more. We held a workshop with these groups in February to share knowledge and prepare for the hedgehog surveys in Highgate Wood later this year.
11. Since April 2024 we have run 50 corporate volunteering events, with over 700 individuals contributing almost 2,500 hours to conserving Hampstead Heath.

Community

12. We have welcomed over 2,700 participants across our community outreach and events programmes in the last year, including at our 6th annual Community Fun Day and the Conker Championships.
13. To engage different audiences and bring new visitors to the Heath we collaborated with a range of local organisations including QCCA, Umoja Health forum, GOAL youth club and New Citizen Gateway. Our Community Newsletter now reaches over 500 organisation and members of the public, and you can find out more here: www.heath-hands.org.uk/community-activities
14. In the coming weeks, we will launch of more informal drop-in volunteering sessions to provide more opportunities for a wider range of participants from the local community.

Learning

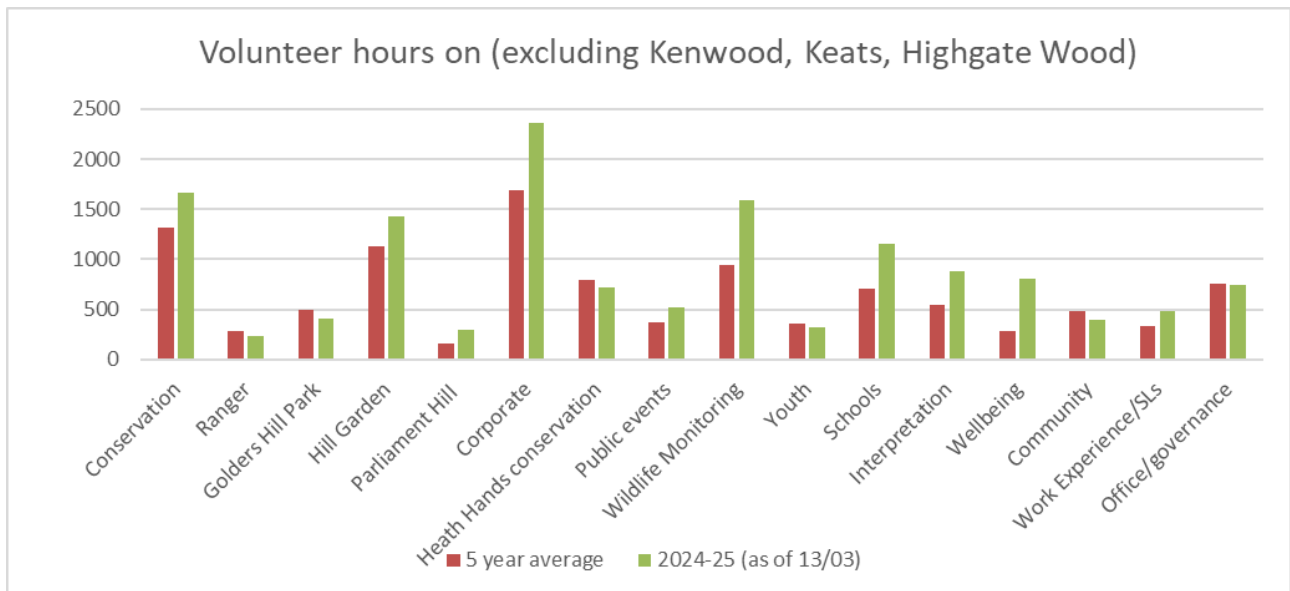
15. Our free family-friendly weekend nature interpretation sessions have engaged over 5,000 visitors to the Heath on a variety of topics. The regular opening of Dairy Interpretation Centre in partnership with English Heritage has been an ongoing success, providing a good basis for opening the former tennis hut at Parliament Hill, once repairs are completed.
16. We have over 20 active Heath Friendly Schools and our regular Youth Volunteering sessions have enabled over 900 young people to learn about nature conservation and volunteer. We have a particular focus on young people with SEN, and host weekly sessions for Swiss Cottage School. Further information on our youth activities can be found here: www.heath-hands.org.uk/youth
17. The Heath Hands staff team have led 37 guided walks and workshops for the public over the last year. Topics are varied, and have included history, geology, trees, bats, the River Fleet, nature poetry, butterflies and nature journalling. Our nature photo exhibition at the Dairy and Hive, featuring photos from the 2025 Hampstead Heath calendar, welcomed over 500 visitors.
18. Heath Hands funded two paid work experience placements this year, providing development opportunities for those seeking a career in the environmental sector.



Wellbeing

19. Our free health and wellbeing programmes including health walks, social prescribing and forest bathing workshops have welcomed over 2,000 participants across the year.
20. We launched a third health walk in Spring 2024, and there are now three each week for varying fitness abilities. Further information on our wellbeing activities is here: www.heath-hands.org.uk/health-connections
21. We completed a pilot project providing nature therapy sessions for parents/carers of young people facing a significant diagnosis this winter and are applying for grant funding in collaboration with the Brandon Centre to continue the programme.

Graph 1



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Agenda Item 5

Committee(s): Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 29 April 2025 20 May 2025
Subject: Assistant Director's Report	Public report: For information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	- Diverse engaged communities - Leading sustainable environment - Vibrant thriving destination - Providing excellent services - Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director, Environment Department
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report provides Members with an update on matters relating to Hampstead Heath since the last meeting of the Hampstead Heath Consultative Committee on 14 January 2025 and last meeting of the Hampstead Heath, Highgate Wood, and Queen's Park Committee on 4 February 2025.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Report format

1. The Assistant Director's Report aligns with the four strategic themes and ten priorities of the Hampstead Heath Management Strategy. Additional matters of interest and importance will be covered in an "Additional Relevant Matters" section as needed.

We protect and conserve the Heath

Priority 1: A mosaic of natural habitats is maintained and flourishes

2. Further to Officers' report on dog swimming and pesticides, signage has now been installed at the dog swimming areas with QR codes directing dog owners to information that will help them reduce the use of these chemicals and mitigate the contamination of the Heath's water courses.
3. The Natural Environment Division has commissioned an external consultant to evaluate the potential of biodiversity net gain (BNG) off-setting at Natural Environment sites. In England, BNG is mandatory under Schedule 7A of the Town and Country Planning Act 1990 (as inserted by Schedule 14 of the Environment Act 2021), and ensures that development projects result in an overall improvement to biodiversity, either on-site at the development site or off-site. This would create potential opportunities for sites to engage with developers completing projects elsewhere and enter into agreements where biodiversity enhancement projects funded by the developers would gain equivalent BNG credits, enabling the developers to satisfy planning requirements set out in the Environment Act 2021. The consultant visited Hampstead Heath mid-February, and they identified areas on the Hampstead Heath Extension where there may be potential for the creation of wildflower meadows, but these need to be given careful consideration before any decisions can be made. Epping Forest – which has 750 hectares of buffer lands, much of which is agricultural land - has the greatest potential for BNG agreements.
4. The Model Boating Pond project to remove the causeway and create an authentic island is now underway. Site visits by potential contractors have taken place and we are awaiting quotations in the next week or so. As a precautionary

measure, we are also submitting a planning application as there was some controversy over the usage and purpose of the island at the design stage in 2014 and a petition eventually resulted in the decision to designate the island as a refuge for wildlife. If the planning application is approved, works will involve removing the causeway and repurposing the removed soil to create over 100m² of new reed beds on the Pond's eastern bank. We are working towards completing the works in summer 2025.

5. The City Corporation's Climate Action Strategy is now in its fifth year, and there are several significant resilience works planned on the Heath between now and the end of March 2027. Over £120,000 has been allocated to Hampstead Heath including the creation of 10 new small ponds, and clusters of natural construction leaky dams. Leaky dams are small barriers that help create small pools and retain water in areas longer which helps wetland plants, such as brooklime, and invertebrates, to flourish. They help to enhance wetland habitat by slowing down water through the creation of small, natural, woody barriers, and also helps to reduce erosion and improves the diversity of habitat on the Heath. New reed beds are planned on the Highgate chain of ponds, and at Golder's Hill Park.
6. A series of training workshops for managing wildfires has been facilitated by the Climate Action's Resilience Team and a number of Conservation Rangers and Heath Rangers will be taking part in the training sessions later this month. The training covers both the practical and safety aspects of managing fires, but also the drafting of fire management plans, alongside the deployment of firefighting equipment. Although we have not experienced any protracted hot dry spells and drought conditions in the last few years in London, we anticipate hotter drier conditions as part of climate change and higher risk of wildfires, especially in periods of high visitor numbers, and this training ensures that offices remain equipped to manage the Heath.
7. The Conservation Team have carried out cyclical coppicing and vegetation management at various locations, including the Old Orchard next to Kenwood Nursery Yard, the banks around the Viaduct Pond, along the Seven Sisters Pond on the Heath Extension, the eastern side of the Bird Sanctuary, and the gorse patches at Sandy Heath. The team has also focused on managing bramble spread at Pryor's Field, South Meadow, the Ladies' Pond and the Bellmore slopes at the Vale of Health. Bramble has spread significantly since the pandemic. Although it provides excellent habitat for a wide range of species, including nesting birds, it was starting to establish in important grassland areas at multiple locations, and last autumn saw a concerted effort to cut back the last few years' growth.
8. The Zoological Society of London (ZSL) are producing a report this spring which analyses all the Hampstead Heath hedgehog data collected since 2018. They

will use this information to calculate population density and trends. This report will also enable us to understand whether the hedgehog population on the Heath and surrounding gardens and open space is stable, increasing or decreasing. Further surveys are planned this year at Highgate Wood and surrounding gardens. The project also involves community engagement, which will include Heath Hands volunteers and a survey of local areas close to Hampstead Heath.

9. Winter tasks have been carried out, which includes hedge cutting before the start of bird nesting season, clearing gullies, ditches, grids and outlets to prevent flooding and to assist with drainage of the Heath in preparation for the first cuts on amenity, fine turf and sports areas.

We protect and conserve the Heath

Priority 2: Heritage aspects and landscape character are maintained

10. The Conservation Manager walked the English National Cross-Country course after the event to assess the ground damage. Due to the very wet conditions, there is surface ground damage, but we are confident that this will recover as it always does, with the worst areas fenced off to allow recovery. The Team will carry out chain harrowing to regulate the soil surface when the ground conditions are drier.
11. Structural repair and timber strengthening works continue to take place on the Pergola, with weekly surveys being carried out. Eleven tilt monitors and crack gauges were installed on 12 and 13 December 2024 and were live almost immediately. They record positional data every 15 minutes and are regularly used to monitor the structure. There has been a history of structural movement on the site, and whilst movement has been less severe, secondary steel installation, crack repair and reinforcement have been regular occurrences, particularly around the rotunda. 11 separate emergency works were identified at the Pergola, and these remedial, safety works commenced before Christmas. Some works are complicated by weather restrictions, but the works are progressing well. The Belvedere roof repairs have been completed. Contractors are currently erecting bracing timbers for the red brick section of the Pergola, and this section will be closed locally whilst the remedial works are carried out to ensure the work is not disrupted and visitors are safely diverted elsewhere. Contractors are also working on the bridge and replacing loose balustrade bottles. Graffiti removal and re-painting works to the Pergola are scheduled to commence soon. New shrubs and plants will be planted in the spring to

complement the existing planting, to enhance the landscape value and ensure the heritage and landscape character of the structure is maintained.

12. Officers are collaborating with colleagues in the Natural Environment Heritage Team and City Surveyor's Department to submit an expression of interest to the National Lottery Heritage Fund for funding to enable the Pergola's restoration.

We protect and conserve the Heath

Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values

13. The City Corporation's Climate Action Strategy is funding small scale natural flood management (NFM) in the form of leaky dams while restoring existing ponds and creating a number of new small ponds across the Heath. These leaky dams and ponds have been mapped by the Carbon Removals Team, who are supporting the Heath's Ecologist and the Conservation Team to construct these structures between now and the end of March 2027. Works will be starting on the Hampstead Heath Extension later this month. The Heath Ecologist is engaging with London Borough of Barnet's Resilience Team to identify whether 'Ordinary Watercourse Consents' are required for installing leaky dams along the mainstream that flows through the site. There are five clusters of leaky dams planned for the Heath Extension.
14. Small scale works are also planned in the East Heath area to help address water flows on the Heath, which will also reduce surface water flow during heavy rain onto the East Heath Road that can result in localised flooding outside the Hampstead Heath overground station. Surface water will be deflected off pathways onto grass areas, where the water will infiltrate and dissipate. Officers are also looking at the area to the north of the locking gate at Parliament Hill, and similar measures will be employed to deflect surface water into grassland to reduce flooding on and off the Heath. This work will start this summer and has been part of a consultation process between Camden Resilience Team and residents.
15. As previously noted, the Head of Conservation and the Tree Team are reviewing the site closure thresholds that are used during windstorms. Please see Appendix 1, showing tables on wind speed closure events at Hampstead Heath. Officers have carried out benchmarking with other City Corporation sites and the Royal Parks, analysed tree failure data across NLOS, and are consulting with the corporate health and safety and insurance teams. Officers plan to submit a report with proposals at the next committee.

16. Climate Action Strategy funds have been made available to the Tree Team which will enable them to now monitor and address serious soil compaction issues at Hampstead Heath, which continues to threaten the health of many trees. This work is long overdue and mirrors a wider national issue of soil health and soil impoverishment, with a direct link to plant health and habitat degradation. The funds will cover soil sampling and the purchase of specialist decompaction equipment that will be shared between Epping Forest and Hampstead Heath. The Tree Team is continuing their programme of protecting veteran trees around Hampstead Heath; the most recent works have focused on the line of veteran oak trees that run alongside the southern side of the Zoo enclosures. This location has suffered from long-term compaction, and it is hoped that the rope and post enclosures will allow the rooting zones of the old oaks to gradually recover.

17. At Golders Hill Park Zoo, new interpretation boards have been designed and delivered, which will educate and inform visitors about the Zoo and the species it holds. The interpretation boards will be installed on each of the enclosures.

The Heath enriches our lives

Priority 4: Improved physical health, mental health and emotional well-being

18. We continue to regulate forest school activity on Hampstead Heath with the collaboration of the Learning Team. Work continues to license a small number of forest school groups and increase the use of the Old Orchard Garden at Kenwood Nursery Yard to reduce the pressure on woodland sites on the Heath. New licences for 2025 are being issued, and at least one of the three forest schools will be using the Old Orchard Garden.

19. The football and rugby season is underway, and the pitches are in full use and games are being played on the Heath Extension when conditions allow. It has been a very wet season, so the pitches are extremely soft and muddy.

20. London Heathside Athletics Cross-Country event was held on the Heath Extension on Saturday 18 January 2025, which was very well attended and very popular. Hereward House School Cross-Country also held an event on the Extension on Friday 7 March 2025, with over 200 runners attending from local schools.

21. The National Cross-Country Championships was held at Parliament Hill Fields on Saturday 22 February. It was a great success, with over 6,000 competitors from

juniors to adult runners, with the men's adult race having over 1500 entrants. The Ranger Teams from Parliament Hill and East Heath joined forces to set up, steward, and break down the event. Competitors and spectators from all over the country attended and enjoyed the day. Work was carried out after the event to ensure the Heath will recover quickly.

22. Parliament Hill Athletics Track continues to be well used by many clubs, schools, colleges and universities for athletic meetings, sports days and training sessions, and is very popular since its refurbishment. Bookings are underway for the 2025 athletics season. Local schools are using the track mid-week.
23. A grant was awarded from England Athletics to help purchase a new hammer net at the Parliament Hill Athletics Track, which will be purchased in March along with new starting blocks and some new competition hurdles.
24. Phase two of the Ladies' Pond maintenance project started on 24 February 2025 and will take six weeks. The planned completion date is April 2025. The Ladies' Pond has relocated operations to the Mixed Pond for this duration. The work includes refurbishment of the indoor showers and changing space, refurbishment of the staff accommodation, improving the boiler and hot water systems, resurfacing the lower rescue deck, refurbishing the outdoor shower and resurfacing the approach path and lower meadow steps. As part of this project, the Mixed Pond has had temporary showers installed in the changing rooms and the staff kitchen area has been refurbished.
25. Drainage channels have been installed at the entrance to the Mixed Pond to prevent rainwater running into the facility. Further drainage and levelling of the approach path is scheduled for April.
26. The Men's Pond main jetty is being refurbished. A new concrete base has been laid at the end of the jetty and the diving board recured in place. Handrails around the edge have been replaced and the concrete slabs re-laid and pointed. During this work, the accessible steps attached to the new accessible changing space are being used. This enables swimmers to access the bathing pond safely whilst works are ongoing.
27. Funding was secured to install new roller shutters on the lifeguards' observation huts at the Men's and Mixed Ponds. The shutters will safeguard and protect the windows and provide better security for the huts from out-of-hours activity and

any anti-social behaviour. This work is scheduled to start before the peak summer season.

28. Successful events have been held at the Lido and Ponds. In December the Lido hosted a British Red Cross charity swim and in January 2025, a Crisis Icebreaker charity swim. Both events were well attended. The Men's Pond hosted the traditional Christmas Day Lifebuoys race, which was also very well attended.

The Heath is inclusive and welcoming
Priority 5: Increasing social inclusion

29. The Zoo offers work experience placements to students throughout the year, and they have received numerous requests for this spring and summer and are now fully booked. Their first student will be commencing on 24 March 2025.
30. The Zoo team took part in interviews to help celebrate National Apprenticeship Week, which took place from 10 - 16 February 2025. It highlighted the benefits of apprenticeships and the work of apprentices and other employees at Golders Hill Park Zoo.
31. Meetings have been arranged with Capital Kids Cricket to discuss getting more kids and local schools involved in playing cricket and using the facilities at Parliament Hill Fields.
32. The Learning Team have engaged over 27,000 learning participants on Hampstead Heath so far this year (April 2024 – February 2025). This includes school, play and youth engagement. Special projects have included a careers day at Hampstead Heath, as part of the London Careers Festival. Participating students had the opportunity to meet inspiring role models from across the Environment Department and explore various job roles in fields such as ecology, learning, environmental resilience, and carbon removal. The City Corporation is a partner of the London Careers Festival, an annual event that connects young people with career opportunities across a range of sectors, while raising awareness and building aspirations.

The Heath is inclusive and welcoming
Priority 6: Diversity and equality

33. The Ponds Access Project has been completed and the final snagging at the Men's Pond is due for completion in April.

34. The sandpit area at Golders Hill Park remains closed to the public. A NCIL funding application for £65,000 to Barnet Council was submitted in December 2024. The NCIL funding was successful and the funding will ensure the sandpit area is completed, the adjoining playground is renovated, access is improved with five pieces of play equipment to be replaced with DDA-compliant play items. This will ensure the playground is inclusive and welcoming and meets play safety standards. An external contractor will be appointed, and it is hoped the work can be completed by the summer holidays. Officers are grateful for this new partnership with Barnet Council and look forward to continuing to work together.

Together we care for the Heath

Priority 7: Increased sense of collective ownership and personal responsibility

35. The Golders Hill Park Zoo team have been running a competition at the Zoo for children to submit a drawing of the Scottish wildcats. The winners will be announced shortly, and they will win a year's adoption, and their pictures will be displayed on the enclosure.

36. A separate report provides an update on Heath Hands' work on the Heath since the last committee meeting.

Together we care for the Heath

Priority 8: Visitor behaviour is pro-environmental

37. Practical volunteer sessions continue to be popular with Heath Hands in both Golders Hill Park and the Hill Garden, with three sessions a week being hosted by the Gardening Team. The tasks have included canopy reductions, clearing compartments and a hard prune of the apple trees in preparation for the renovation works taking place at the Pergola.

38. The Great British Spring Clean, a Keep Britain Tidy campaign to encourage people to get involved with litter picks, took place between 21 March to 6 April. There were three litter picks organised by Heath Hands with around 20 volunteers. The groups consisted of a mix of public, Heath Hands volunteers and youth volunteers focusing on the Parliament Hill area.

Together we care for the Heath

Priority 9: People treat the Heath and other visitors with respect

39. Officers have provided updates to both committees on ongoing public health and safety matters occurring on West Heath, including the accumulation of litter that must be collected and disposed of by officers, including litter from sexual activity, used drug needles, and drugs. Officers continue to liaise with the Metropolitan Police as appropriate to address illegal activities, in addition to increased patrols by the Hampstead Heath Constabulary, and are working with local stakeholders to inform our further actions. Officers continue to carry out daily patrols of the Heath to ensure visitors adhere to the byelaws and to assist with any public enquiries.
40. On Sunday 2 March, an unauthorised planned event occurred in West Heath to protest about posters that had recently been hung by members of the public in West Heath that were in opposition to West Heath's use for cruising. Approximately 40 people attended. The Hampstead Heath Constabulary did an excellent job engaging with the participants, supported by the Metropolitan Police. The event finished by 3:00pm.

Together we care for the Heath

Priority 10: Responsible management

41. Following an extended disinfection and descaling of the outlets in 2024, a report confirmed that Legionnaires is no longer detected at the Heath Extension changing rooms. Units that were installed take accurate readings of the site usage, flow and the temperatures provide 24/7 monitoring. All the water running into the changing rooms is now fed by the mains, bypassing the header tanks, which is aiding the flushing system, and avoiding problems with stagnation which contribute to the occurrence of Legionella. Weekly flushing also takes place to prevent any build-up of contamination, and sampling will occur every 6 months to align with the end and the start of the rugby season.
42. The Lido sauna closed at the end of October 2024 for essential maintenance work, as the wooden benches and supporting structures needed to be replaced. This is due to the high demand and usage of the facility (approximately 180 swimmers per day). Work was delayed because of the long lead-in times for the materials over the festive period. The sauna reopened on 7 January 2025.
43. The Lido was closed between 3 - 14 February for the complete replacement of the electrical switchgear for the building. The new installation was completed

successfully within the timescale and will now allow other projects to move forward, such as the installation of more PVs on the Lido roof.

44. During the Lido closure, further works began on the terraces, which included resurfacing the concrete in front of the cafe and gym. The perimeter walls to the north of the building have been inspected and require repairs to tackle the cracks and subsidence. This work will be addressed in the autumn.
45. A lot of identified works were scheduled in the Cyclical Work Programme for Golders Hill Park and will be completed in the coming months. This includes a new Lemur shed which has been installed and completed. Other works include repairs to the staff yard, re-wiring of the office, sheds and new electrics, lighting and CCTV, repairs to the pathways, resurfacing many of the tarmac paths throughout the park and refurbishment of the cafe toilets. The toilet works commenced on 24 February 2025 and will take six weeks. Portaloo's are in-situ for the duration of the works.
46. A report on the Heath five-year business plan is the subject of a separate report to this committee.

Additional relevant matters

47. Appointments have been made for the roles of Head Gardener at Golders Hill Park, Operative Ranger at Golders Hill Park, Operative Rangers at Parliament Hill, Operative Rangers at West Heath, Kenwood and Heath Extension. The Head of Development & Partnerships and Constabulary Sergeant positions have been posted, and the annual recruitment for seasonal lifeguards is underway.
48. A new Project Manager was appointed in January 2025 to oversee, build and manage the new bespoke Leisure Management System with XN Leisure for the swimming facilities on the Heath. The work will ensure the existing booking systems are maintained and remain operational until the new system is live, which we hope will be in Autumn 2025.
49. The English National Cross-Country Championships returned to Parliament Hill Fields on 22 February, attracting thousands of runners to the iconic and challenging course. Known for its demanding terrain, the recent heavy rains made conditions particularly muddy and treacherous, testing the endurance and skill of all participants. Parliament Hill has a long-standing connection with the National Cross-Country Championships. The venue first hosted the Women's Championship in 1950 and the Men's Championship in 1957. Since then, it has

remained one of the most revered locations known throughout the athletics world as the home of cross-country running, hosting either the men's or women's championships on multiple occasions. The Championships follow a three-year rotation between the South, Midlands, and North, meaning Parliament Hill typically hosts the event once every three years. This rotation helps preserve the land while giving different regions the chance to experience the National.

50. The English National Cross-Country Championships is more than just an elite sporting event; it is a powerful platform for inspiring young people, promoting lifelong fitness, and supporting the national health and well-being agenda. For many young athletes, the National Championships serve as their first experience of high-level competition, igniting a passion for running and personal achievement. Schools and clubs across the country use this event to engage young runners, encouraging them to set goals and experience the thrill of competing on an iconic course. The Highgate Harriers put in a phenomenal effort to secure third place in the team standings—a fantastic achievement on home soil. The club's hard work and determination shone through, and the atmosphere was electric as they battled it out for a well-deserved podium finish.

51. We have several significant events taking place at the Heath between now and the next committee in June. Between 9 April and 21 April we will be welcoming back the Showmen's Guild of Great Britain's Easter Fair at Parliament Hill Fields, a traditional Easter fair featuring a variety of rides, games, and food stalls suitable for all ages. From 7 – 11 May, the Affordable Art Fair will take place at the Lower Fairground Site. The event showcases contemporary art from over 100 galleries. Finally, there will be a Race for Life event starting at East Heath, featuring 5k and 10k runs to support Cancer Research UK. Details of events taking place in late summer will be provided at June's committee.

Corporate & Strategic Implications

Financial implications

52. No implications.

Resource implications

53. No implications.

Legal implications

54. No implications.

Risk implications

55. Risks are monitored and recorded through the various risk registers, including the Division and Departmental Risk Registers.

Equalities implications

56. No implications.

Climate implications

57. Included within the business plan for 2025-26 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions.

Security implications

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

Conclusion

59. This report provides Members with an update on matters relating to Hampstead Heath since the last meeting of the respective committees.

Appendices

- Appendix 1: Tables on wind speed closures events

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Appendix 1: tables on wind speed closures events

Table 1.1: the number of wind events (with gusts of over 40mph) leading to site closure for each year since 2010.

Annual Occurrences over Threshold	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Mean
Hampstead Heath	0	1	2	3	6	5	6	4	7	9	13	2	7	5	8	5.2

Table 1.2: instances of site closure (predicted and actual) due to wind speed thresholds reached since 1 January 2025.

Date	Event	Wind speed prediction (gust)	Wind speed actual (gust)	Length of time closed
01-Jan	No name	53 mph	45 mph	GHP & Heath Playgrounds closed all day
06-Jan	No name	46 mph	38 mph	No closure
23-Jan	Eowyn	41 mph	23 mph	No closure
24-Jan	Eowyn	52 mph	40 mph	GHP & Heath Playgrounds closed am
26-Jan	No name	48 mph	31 mph	No closure
27-Jan	No name	44 mph	40 mph	No closure despite 40mph gusts after risk assessment undertaken by the Tree Team

23-Feb	No name	43 mph	38 mph	No closure
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City of London Corporation Committee Report

Committee(s): 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	Dated: 29/04/2025 01/05/2025 01/05/2025 20/05/2025 29/05/2025
Subject: Terms of Reference for the Natural Environment Complementary Land Policy and Complementary Land Use Appraisal	Public report: For Discussion
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Dynamic Economic Growth Leading Sustainable Environment Vibrant Thriving Destination Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Up to £50,000 will be needed to pay for a consultant to carry out an independent appraisal of the Complementary Land Use Appraisal
What is the source of Funding?	Funding will be sought from the Transformation Fund
Has this Funding Source been agreed with the Chamberlain’s Department?	Chamberlains has been consulted and has advised that an application can be made for Transformation funding.
Report of:	Katie Stewart, Executive Director Environment
Report author:	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 Natural Environment Charities Review (NECR) is a transformation programme delivering improvements to the governance and management of the NE Charities to ensure that the City of London Corporation (CoLC), as trustee, can demonstrate compliance with its various legal obligations, and that the charities can operate in a more self-determining and financially sustainable way into the future.

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 12th 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 13th 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

Committee(s) Hampstead Heath Consultative Committee – For Information Natural Environment Board – For Information West Ham Park Committee – For Information Hampstead Heath, Highgate Wood & Queen’s Park Committee – For Information Epping Forest & Commons Committee – For Information	Dated: 29/04/2025 01/05/25 01/05/25 20/05/25 29/05/25
Subject: Transformation for the Natural Environment Charities – Project Update and Governance Arrangements for Implementation Phase	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Flourishing Public Spaces Leading Sustainable Environment Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Katie Stewart, Executive Director of Environment & Caroline Al-Beyerty, Chamberlain
Report authors:	Jack Joslin, Central Funding and Charity Management Team

Summary:

The Natural Environment Charities Review (NECR) is a pivotal transformation project seeking improvements to the governance and management of the NE Charities to ensure that the CoLC (as trustee) can demonstrate compliance with its various legal obligations, and that the charities can operate in a more self-determining and financially sustainable way into the future. This report provides an update on project governance arrangements as the work transitions to implementation phase.

Recommendations

Having regard to the City of London Corporation's (CoLC) trustee responsibilities for the 'NE charities' and in that case being satisfied that it is in the best interests of each relevant charity and its beneficiaries, Members are asked to:

1. Note the work to date on implementation of improvements identified by the NECR across four areas; assets, grant funding, governance and income generation.
2. Note the upcoming reporting schedule bringing detailed updates on these four areas.

Main Report

Background:

1. As part of the CoLC's wider initiative to review and transform its approach to its role as trustee of a wide range of charities operating across the Square Mile and beyond, the Natural Environment Charities Review (NECR) is a major transformation project that was initiated by the Finance Committee in December 2023. It is set within the context of an evolving national policy and governance landscape, as well as work within the Environment Department to bring greater rigour to the management of services and assets (encompassing functions of the CoLC acting in its local authority, general corporate, and charity trustee capacities).
2. As a reminder to each Committee, a charity trustee has a duty to keep their charity's objects, administration and governance under review, and take relevant steps to ensure that their charity is operating effectively to achieve the charity's intended purposes. This will include regularly reviewing a charity's objects, governing documents, governance arrangements, policies and activities, and so on.
3. A charity trustee must act only in furtherance of the purposes (or objects) of the charity and operate it independently and not for their own purposes or the purposes or interests of any other organisation. As such, decisions made by CoLC in its capacity as a charity trustee must be made in the interests of the charity alone, rather than to give effect to the policies and objectives of the CoLC, although their interests can be aligned.
4. In February Members were asked to make decisions, in relation to their corporate responsibilities, as relevant to their individual committee terms of reference, to:
 - Approve that all NE Charities move to a defined Grant Funding Model in a phased approach. Epping Forest Charity (Ch. No. 232990) and West Ham Park Charity (Ch. No. 206948) will move to a grant funding model for local risk with the CoLC in April 2025, with the other 6 Charities moving to this new approach in April 2026.
 - To facilitate this change and for the review team to continue to implement governance, asset management and income generation improvements a budget of £1,570,000 was sought over 2 years, with the project budget managed across key departments.

These recommendations were approved by the Policy and Resources Committee, Finance Committee and Resource and Allocation Subcommittee.

Current Position:

5. The NECR has reviewed the model for the future management of the NE Charities along four dimensions: funding model; income generation, asset management and governance (both the charities' governing documents, and the internal governance framework adopted by the CoLC in effectively administering each charity as trustee having regard to its trustee duties).
6. The review and its implementation is a cross departmental collaboration, mobilising new posts and existing expertise to implement improvements at the NE Charities.

Project Update

7. Implementation funding was agreed in February and since then recruitment has been undertaken in Natural Environment, with offers being accepted by successful Business Manager and Project Manager candidates. The Business Manager is expected to be in post in mid-April with the Project Manager start date still to be confirmed.
8. Between the decision to agree the implementation and this report, the work of the review has progressed in the following ways:

Assets

9. Work has continued to fully document land and built assets ownership, and a quality assurance exercise has been undertaken using detailed Land Registry data to help ensure that all registered land held by the NE Charities has been identified.
10. Complementary Land Policy Working Group and Terms of Reference have been drafted (covered in Complementary Land report). Site-by-site assessment of Complementary Land is to be undertaken in autumn 2025 with a report being presented to all the key Natural Environment committees for consultation.

Grant Funding Model

11. Both Epping Forest and West Ham Park Charities have moved to the new grant model covering local risk budgets. The underlying processes, changes and longer-term planning for all the charities will continue through the summer. A comprehensive update on this work will be provided after the summer recess with an interim update report being provided beforehand. The Chamberlain's Department has updated financial regulations to retain grant surpluses in the Charities; this should be approved by Finance Committee on 29th April 2025.

Income Generation

12. To build on the comprehensive analysis of income generation potential for each charity which was produced as part of the NECR, fundraising consultants have been appointed to support the NE Division to build its capability and policy frameworks to take this work forward.
13. A Biodiversity Net Gain consultant has been working with the NE Division for the last 6 months and has provided in depth analysis of the potential for this work across NE land.

Governance

14. A draft of the Governance Handbook for all NE charities has been created and a final review is being coordinated by the Comptroller & City Solicitor.
15. Work on creating an implementation plan for managing the business of the NE charities is underway including updating; agendas, reports, terms of reference, and standing orders.
16. Exploring advice relating to best practice concerning member tenure and selection to sit on charity committees.

Implementation Arrangements and Project Governance

Officer Governance

17. The agreed project sponsors for this work are the Executive Director of Environment (Katie Stewart) and the Chamberlain (Caroline Al-Beyerty).
18. Given the cross-cutting nature of the work, and different reporting lines across the 4 key work areas, there are 2 project sponsors for this phase of work. This reflects the dual aims of the review being financial changes to the funding model, and operational and governance changes to the management of the charities.
19. The NECR Task and Finish Group ensures effective oversight across the programme of work. This is being chaired by Emily Brennan, Director of Natural Environment, as the client lead. Jack Joslin, Head of the Central Funding and Charity Management Team, will act as deputy, having chaired through scoping and development phases of the project.
20. Following the same pattern as the scoping and development phase each of the four key areas will continue to have an assigned lead into implementation phase. The Chamberlains' Department will be responsible for delivering the change to a new grant funding model. Natural Environment will lead on Income Generation and Assets. The Central Funding and Charity Management Team (CFCMT) will lead on the Governance workstream.
21. Each workstream lead will also be responsible for managing and chairing an officer group positioned under the relevant area, which should include all relevant stakeholders as identified and documented by the Task and Finish Group. This approach is recommended to ensure collaboration and engagement across the

programme of work and should ensure cognisance of other relevant CoLC activity.

Member Governance

22. Regular meetings with the NE Chairs will continue to be held bi-weekly. Additional meetings with the NE Chairs and the Finance Committee Chair and Deputy Chair have been diarised.
23. Decisions will be taken to Members Committees as relevant to the matter and terms of reference to each grouping.

Committee cycles that will need to be considered include:

- a. Finance Committee
- b. Policy and Resources Committee
- c. Resource Allocation Sub Committee
- d. Natural Environment Board
- e. Epping Forest and Commons Committee
- f. Hampstead Heath, Highgate Woods and Queens Park Committee
- g. West Ham Park Committee
- h. Hampstead Heath Consultative Committee

Area of Work	For Information/ Discussion	For Decision
Assets Lists	NE Committees	NA
Complementary Land	NE Committees	P&R
Income Generation Plans	NE Committees, P&R, Finance	Case by case
Grant Funding Model	NE Management Committees	Finance Committee
Governance Changes	NE Committees	P&R or NE Committees as appropriate
Project Resourcing	NE Committees, P&R	Finance Committee

Communication Strategy

24. A high-level Communication Strategy will be produced for the whole programme, detailing a timeline up to the 'formal' completion date of March 2027. It will identify key milestones and deliverables, clarifying how we plan to proactively engage with the key stakeholders – both internal and external.

Committee Reporting Schedule

25. To ensure transparency on project reporting, and to support members with forward planning, a breakdown of upcoming reporting plans across different workstreams has been provided below. Please note, this may be subject to

change as work develops. There will be ongoing reporting on most of these areas through to the end of March 2027, the below outlines reporting plans into the 2025 summer recess in the first instance.

Reporting Topic	Details	Report of	For Information/Decision	Committee Dates
Update on the work of the NECR	Update on the NECR and Governance Plan	Katie Stewart & Caroline Al-Beyerty	For Information: HH Consultative Committee, NE Committees	May April/ 2025
Complementary Land Policy governance and work plans	Decision on TORs for Complementary Land Policy work and Land Use Assessment.	Katie Stewart	For Information: HH Consultative Committee, NE Committees, For Decision: P&R	April/ May/June 2025
Transition to Grant Funding Model Update	Update on the work of transitioning to Grant Funding Model	Caroline Al-Beyerty	For Information: NE Committees, HH Consultative Committee, Finance Committee	June/July 2025
City Corporation Governance changes, including Governance Handbook	Update on work planned through 25/26 of changes being made to CoLC governance following external advice. Final draft Governance Handbook will also be brought to committees.	Katie Stewart, Simon Latham	For Information: HH Consultative Committee, NE Committees	June/July 2025
Assets Lists	Report detailing outcomes of the work on ownership of land and built assets to be brought for information.	Katie Stewart	For Information: NE Committees	June/July 2025
Income Generation Update	Update on work year to date, including outcomes from BNG consultant work and update on engagement of	Katie Stewart	For Information: NE Committees, HH Consultative Committee	June/July 2025

	fundraising consultant.			
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Corporate & Strategic Implications

Strategic implications – The work of the NECR aligns to the Flourishing Public Spaces and Providing Excellent Services outcomes of the Corporate Plan, specifically to ‘ensure our open spaces and historic sites are thriving, accessible and enrich people’s lives’ and ‘Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services.’ Additionally, the NE charities are participants in the CoLC’s CAS and are implementing valuable projects to enhance carbon removal and increase biodiversity, contributing to the ‘Leading Sustainable Environment’ outcome.

Financial implications – This project has been fully resourced by the Finance Committee.

Legal implications – The eight Natural Environment charities in scope of the matters contained in this report are all registered charities as follows: Ashtead Common (1051510), Burnham Beeches & Stoke Common (232987), Coulsdon and Other Commons (232989), Epping Forest (232990), Hampstead Heath (803392), Highgate Wood & Queen’s Park Kilburn (232986), West Ham Park (206948), West Wickham Common and Spring Park Wood (232988). The CoLC’s overall duties and obligations as a charity trustee are noted at paragraphs 1, 2 and 3 above. The Comptroller & City Solicitor’s Department is supporting the NECR and advising on individual workstreams as required.

Risk implications – There is a project risk register that is regularly reviewed by the Task and Finish group and feeds into individual charity risk registers.

Equalities implications – Robust frameworks for the charities will enhance positive equalities outcomes for the communities who benefit from their work. Equalities implications will be assessed, as appropriate, in relation to the proposed actions and projects arising out of the NECR.

Conclusion

The implementation of the outcomes of the Natural Environment Charities Review (NECR) is a pivotal transformation project seeking improvements to the governance and management of the NE charities to ensure that the CoLC (as trustee) can demonstrate compliance with its various legal obligations, and that the charities can operate in a more self-determining and financially sustainable way into the future. This report provides Members with an update on the work of the NECR as the project enters implementation phase.

Jack Joslin

Head of the Central Funding and Charity Management Team

Background papers

1. Report to Policy and Resources Committee entitled Transformation for the Natural Environment Charities – Outcomes of the Natural Environment Charities Review dated 13 February 2024
2. Report of the Finance Committee, entitled Resourcing additional time-limited support to complete the Natural Environment Charities Review, dated 12 December 2023
3. Report of the Finance Committee, entitled Resourcing additional time-limited support to complete the Corporate Charities Review & support the scoping of the Natural Environment Charities Review, dated 14 December 2022
4. Report to Epping Forest and Commons Committee entitled Climate Action Strategy – Open Spaces ‘Carbon Removal’, dated 8th March 2021.

City of London Corporation Committee Report

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

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North London Open Spaces

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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 Licence 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 application 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	
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/licence, 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 licences and agreements	Review existing licences, 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
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	

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
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

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 & Mint 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

Committee(s): Hampstead Heath Consultative Committee – For Information Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Information	Dated: 29 th April 2025 20 th May 2025
Subject: Report of Action Taken	Public report: For Information
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Ian Thomas CBE, Town Clerk & Chief Executive
Report author:	Callum Southern, Governance Officer

Summary

This report provides details of decisions taken under Delegated Authority procedures under Standing Order 41(b) between Committee meetings.

Recommendation

Members are asked:

- To note the report.

Decisions taken under Delegated Authority under Standing Order 41(b)

Hampstead Heath, Highgate Wood and Queen’s Park Committee Terms of Reference

Background

1. At its meeting on 3rd December 2024, the Hampstead Heath, Highgate Wood and Queen's Park Committee were asked to consider and approve its revised Terms of Reference as part of its annual governance review process.
2. The Hampstead Heath, Highgate Wood and Queen's Park Committee Delegated Authority to the Town Clerk (in consultation with the Chairman and Deputy Chairman) to consider and approve any subsequent changes to Committee Terms of Reference required ahead of the April 2025 Court of Common Council.
3. At the meeting, Chairman suggested the removal of the word 'joint' in 'Highgate Wood Joint Consultative Committee' and Queen's Park Joint Consultative Committee, as well as a change of 'Committee' to 'Group' in 'Highgate Wood Joint Consultative Committee'.
4. Therefore, the Committee agreed to delegate authority to the Town Clerk, in consultation with the Chairman and Deputy Chair, to draft appropriate wording. The Committee Clerk has consulted with Officers in Comptrollers and City Solicitors, as well as the Deputy Town Clerk and Assistant Town Clerk, and the suggested revision to the Terms of Reference is included in the background papers.

Decision Taken

5. Following consultation with the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee, the Town Clerk approved the proposed revision to the Hampstead Heath, Highgate Wood and Queen's Park Committee Terms of Reference, for onward approval to the Policy & Resources Committee and, following that, the Court of Common Council.

Budget Estimates 2025/26 – Hampstead Heath Charity

Background

1. The latest 2024/25 budget for Hampstead Heath was a net expenditure of (£4.336m) as at December 2024, a net increase of (£846k) compared to the 2024/25 original budget of (£3.490m) net expenditure. The reasons for the budget increase were:
 - a. (£780k) re-phasing of CWP projects at Hampstead Heath managed by the City Surveyor. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with variances carried over to future years. The carry-over of unspent balances is reported to Projects and Procurement Sub-Committee;

- b. (£64k) increase in local risk funding from central contingency to support energy pressures;
 - c. (£2k) additional recharges following an increase in the cost of the Natural Environment Directorate for 2024/25 which is subsequently recharged to all the various services within the department.
- 2. The proposed 2025/26 budget was net expenditure of (£6.204m), an increase of (£2.714m) compared to the 2024/25 original budget. The 2025/26 budgets included:
 - a. a 2% uplift for inflation as a cash limit to Chief Officers' budgets;
 - b. a clear distinction between local risk, central risk, and recharge budgets; and
 - c. responsibility for budgetary control placed on departmental Chief Officers.
- 3. The Budget Estimates 2025/26 – Hampstead Heath Charity report went to the 4th February 2025 meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee requesting approval for the revenue and capital budgets for the Hampstead Heath charity for 2025/26, for subsequent submission to the Finance Committee.
- 4. The Committee voiced concerns with regard to the detail of the Cyclical Works Programme and wished to have the detail provided before the budget was approved. Therefore, the Committee delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the revenue and capital budgets for the Hampstead Heath charity for 2025/26, subject to the provision of the detail behind the figures provided for the Cyclical Works Programme.
- 5. The Cyclical Works Programme budget by project was provided to Members following the meeting on 25 February 2025 as part of consultation process.

Decision Made

- 6. Following consultation with the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee, the Town Clerk, as per Delegated Authority powers granted under Standing Order 41(b):
 - a. Reviewed and approved the proposed revenue budget for 2025/26 for Hampstead Heath for submission for approval by the Finance Committee;
 - b. Review and approved Hampstead Heath's capital and supplementary revenue project budgets for 2025/26 for submission for approval by the Finance Committee; and

- c. Agreed 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.

Budget Estimates 2025/26 – Highgate Wood and Queen’s Park Charity

Background

1. The latest 2024/25 budget for Highgate Wood and Queen’s Park was a net expenditure of (£2.215m) as at December 2024, a net increase of (£349k) compared to the 2024/25 original budget of (£1.866m) net expenditure. The reasons for the budget increase were:
 - a. (£282k) re-phasing of CWP projects at Highgate Wood & Queen’s Park managed by the City Surveyor. Please note that the CWP does not form part of the City Surveyor’s local risk budget and is a programme of works over multiple financial years, with variances carried over to future years. The carry-over of unspent balances is reported to Projects and Procurement Sub-Committee;
 - b. (£37k) agreed carry forward from 2023/24 for safety play surface installation at the play area;
 - c. (£5k) increase in local risk funding from central contingency to support energy pressures.
2. The proposed 2025/26 budget was a net expenditure of (£2.093m), an increase of (£227k) compared to the 2024/25 original budget. The 2025/26 budgets included:
 - a. a 2% uplift for inflation as a cash limit to Chief Officers’ budgets;
 - b. a clear distinction between local risk, central risk, and recharge budgets; and
 - c. responsibility for budgetary control placed on departmental Chief Officers.

Committee and Consultation

3. The Budget Estimates 2025/26 – Highgate Wood and Queen’s Park Charity report went to the 4th February 2025 meeting of the Hampstead Heath, Highgate Wood and Queen’s Park Committee requesting approval for the

revenue budgets for the Highgate Wood and Queen's Park charity for 2025/26, for subsequent submission to the Finance Committee.

4. The Committee voiced concerns with regard to the detail of the Cyclical Works Programme and wished to have the detail provided before the budget was approved. Therefore, the Committee delegated authority to the Town Clerk, in consultation with the Chairman and Deputy Chairman, to approve the revenue budgets for the Highgate Wood and Queen's Park charity for 2025/26, subject to the provision of the detail behind the figures provided for the Cyclical Works Programme.
5. The Cyclical Works Programme budget by project was provided to Members following the meeting on 25 February 2025 as part of consultation process.

Decision Made

6. Following consultation with the Chairman and Deputy Chairman, and the Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee, the Town Clerk, as per Delegated Authority powers granted under Standing Order 41(b):
 - a. Reviewed and approved the proposed revenue budget for 2025/26 for Highgate Wood and Queen's Park for submission for approval by the Financial Committee; and
 - b. Agreed 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.

Background Papers

If you require the background papers, please contact the Town Clerk.

Callum Southern

Governance Officer, Town Clerk's Department

E: Callum.Southern@cityoflondon.gov.uk

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