

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

Introduction

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

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

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

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

- Corporate Plan, 2018-23.
- Open Spaces Business Plan, 2021-22.
- Ten-year Management Plans that set strategic directions for each Charity.
- A three-year Divisional Plan that guides implementation.
- An Annual Works Programme and Project Plans, supported by detailed specifications and guidance.
- Performance Development Approach (PDA), detailing individual's targets to achieve the outcomes and objectives above.

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

Criteria for Divisional Plan Projects:

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

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

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

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

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

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
	Implement improvements at the Parliament Hill Adventure (PHA), Vale of Health (VOH) & East Heath (Preachers) (EH) Heath Extension (HE) Playgrounds.	June 2021. VOH June 2021. EH June 2021. HE March 2022.	Priority 4. Outcome C, Priority 5.	a flourishing Society.	Works at the EH playground commenced in late October 2021. A donation page for the project has been added to the City of London website in relation to the Heath Extension Playground project: https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/donate-to-hampstead-heath A Project Board meeting is being arranged for November 2021 to discuss the feedback received in regards to the draft concept design.
HH10	Savernake Road Entrance Improvements Implement improvements in partnership with London Borough of Camden and Heath Hands.	Commencing April 2021.	Outcome B, Priority 4. Outcome C, Priority 5 & 6.	Contribute to a flourishing Society. Support a thriving economy. Shape outstanding environments.	
HH11	Cycling Install additional cycle parking at entrances and facilities. Improve cycle	Commencing April 2021.	Outcomes A, Priority 3. Outcomes C,	Contribute to a flourishing Society	

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	signage, waymarking and maps. Where appropriate, work with Partners to implement cycle bursts for children using the Heath to travel to and from school.		Priority 5 & 6. Outcomes D, Priority 8, 9 & 10.	Shape outstanding environments	
HH12	<p>Review the High-Level Asset Management Plan 2018 – 2021</p> <p>Taking account of the impacts of COVID-19 review and update the Asset Management Plan.</p>	December 2021.	<p>Outcome A, Priority 3.</p> <p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 8 & 10.</p>	<p>Contribute to a flourishing Society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	The draft AMP is included within the meeting Agenda pack.
HH13	<p>Golders Hill Park Zoo & Butterfly House</p> <p>Undertake an options appraisal to inform discussions with the Hampstead Heath Consultative Committee regarding the long-term sustainability of the Zoo and Butterfly House.</p>	<p>September 2021 (options appraisal)</p> <p><i>Spring 2022 (present options to HHCC)</i></p>	<p>Outcome B, Priority 4.</p> <p>Outcome D, Priority 10.</p>	<p>Contribute to a flourishing Society</p> <p>Support a thriving economy</p> <p>Shape outstanding environments</p>	Members will be consulted on the future options in 2022.

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress - November 2021
HH14	Swimming Capital Project Progress through the Capital Project Gateway Procedures a programme of safety, access and security improvements across the Bathing Ponds and Lido.	Implement 2022/23.	Outcome A, Priority 3. Outcome B, Priority 4. Outcome C, Priority 5 & 6. Outcome D, Priority 8 & 10.	Contribute to a flourishing Society. Shape outstanding environments.	A tender process has been undertaken and a Project Architect has been appointed. A draft timeline for works is being prepared.
HH15	Parliament Hill Athletics Track reconstruction To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	01/09/2021.	Outcome B, Priority 4. Outcome C, Priority 5.	Contribute to a flourishing Society. Shape outstanding environments.	The Capital Funding Bid submission has been supported by the Resource Allocation Sub-Committee at their meeting on 19 November 2021. The bid will be considered by the Policy and Resources Committee on 16 December 2021.
HH16	Master Plan for optimising facilities at Parliament Hill Undertake a review of facilities and buildings at Parliament Hill to inform provision of a visitor centre, maintain suitable accommodation for staff and volunteers, as well as	June 2022.	Outcome B, Priority 4. Outcome D, Priority 10.	Contribute to a flourishing Society. Support a thriving economy. Shape	Officers have met with colleagues from the City Surveyor's regards commencing a review, however implementation of this project is being impacted by COVID. Timescales subject to review.

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

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

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

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	Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.				
HH25	Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	2021/22.	Outcome A, Priority 1. Outcome D, Priority 10.	Support a thriving economy. Shape outstanding environments.	
HH26	Planning Regular monitoring of development and planning applications to ensure that the Heath is protected.	2021/22.	Outcome D, Priority 10.	Support a thriving economy. Shape outstanding environments.	
HH27	Climate Action Strategy Open Spaces seek opportunities to enhance carbon capture while enhancing biodiversity and resilience. These actions will contribute towards the City Corporation achieving Net 0	2027 Net 0 scope 1 & 2 2040 Net 0 Scope 1, 2 and 3.	Outcome A, Priority 1. Outcome B, Priority 4. Outcome D, Priority 10.	Contribute to a flourishing Society. Shape outstanding environments.	

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	by 2027 in scope 1 & 2 emissions				
HH28	<p>Contactless Payment for access to Toilets Undertake a Feasibility Study to inform the possible introduction of a charge at some toilet facilities to pay towards cleaning and maintenance.</p>	2022/23.	Outcome D, Priority 10.	Shape outstanding environments.	This project is not being prioritised.

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HW1	<p>COVID-19 Impact Recovery Programme Continue to respond to Government Guidance and maintain COVID secure workplaces and facilities.</p> <p>Implement Annual Work Programme interventions to address erosion, compaction, path maintenance, waymarking and signage improvements.</p>	On-going project subject to annual review.	<p>Shape outstanding environments.</p> <p>Contribute to a flourishing society.</p>	

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

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

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

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

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

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

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

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

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

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

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

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