

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 (January 2022 updates in <i>italic text</i>)
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>	<p>Annual Work Programme agreed by the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) on 26.5.2021, following consultation with the Hampstead Heath Consultative Committee.</p> <p>Ground restoration works were commenced across the Heath in Spring 2021 and good progress has been made regards re-establishing grass and vegetation. Nine veteran tree are currently temporarily fenced off with stock fencing to protect the soil and roots from compaction.</p> <p>The 2021 Events Programme has resumed from July 2021, with a number of events taking place during autumn/winter 2021, including the Hampstead Heath Christmas Fayre.</p> <p>Covid-19 secure Risk Assessments remain in place along with social distancing measures at public and staff facilities, such as the swimming facilities and staff bothies.</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>	<p>As well as implementing efficiencies, additional income streams are being investigated.</p> <p>Regular monitoring of the 2021/22 Budget is taking account of the ongoing COVID-19 impacts, including reduced income from events.</p>

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HH3	<p>Support Implementation of the Target Operating Model (TOM) Review operational arrangements to align with the TOM.</p>	<p>Project Launched 2020/21.</p> <p>Phased Implementation on 2021/22.</p>	<p>Outcome A, Priority 3.</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>	<p>Town Clerk's briefings have been shared with staff and signposted to the Intranet page.</p> <p>The Executive Director of Environment is now in post.</p> <p><i>Structure reviews and staff engagement, aligning to the TOM principles are taking place.</i></p>
HH4	<p>Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.</p>	<p>Launch PDA's 31/3/2021.</p> <p>PDA Mid-Term Review 1/10/2021.</p> <p>PDA Year-End Review 31/3/2022.</p>	<p>Outcome B, Priority 4.</p> <p>Outcome D, Priority 10.</p>	<p>Shape outstanding environments.</p> <p>Contribute to a flourishing Society.</p>	<p>Performance Development Approach (PDA) continue to be used to discuss and plan staff development.</p>

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HH5	<p>Celebrate 150th Anniversary of Hampstead Heath Act Developing outcomes for learning, volunteering and wider participation and support.</p> <p>Work in Partnership with the Heath & Hampstead Society to design and install a series of information panels.</p>	<p>Agree information panel locations 31/3/2021.</p>	<p>Outcome A, Priority 3</p> <p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p> <p>Outcome D, Priority 7, 8 & 10.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Officers have developing a communications plan to celebrate this anniversary as a community.</p> <p>Five biodiversity display boards have been installed across the Heath, with a further board installed at the West Meadow on the Kenwood Estate. The boards have been installed in partnership with the Heath & Hampstead Society and the interpretation reflects the four seasons to provide information about habitats and species found on the Heath. 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.</p> <p>Following consultation on the concept design for the #Heath150 display, celebrating the history of the 1871 Hampstead Heath Act, the exhibition, consisting of 9 monoliths was installed on the Heath between 23 June - 8 August 2021. The exhibition was well received.</p> <p>A number of events have already taken place in celebration of the 150th anniversary during 2021.</p>

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress (January 2022 updates in <i>italic text</i>)
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.	Electric and hybrid vehicles are being hired and leased in order to comply with ULEZ. <i>The following vehicles have been leased to replace older diesel fleet in the first quarter of 2022:</i> <ul style="list-style-type: none"> • 2x electric Nissan Leaf • 4x electric Renault Kangoo Vans • 1x Toyota HiLux Pick-up
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.	Due to a change of landlord, the City Corporation have been notified of a termination of their lease at the Aerial Mast, located at St Columba. <i>An Aerial Mast located within the vicinity of the current St Columba mast, and in close proximity to Hampstead village, is now being used for Heath radio communications.</i>
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.	City Surveyor have lead on the implementation of this project. The car park re-opened for public use ahead of the Easter Fairs. A number of minor snagging works are being resolved. As part of the works, 8 cycle parking stands have been installed in the car park. <i>Works on site have been completed. A Gateway 6 report will be prepared for Committee approval.</i>

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress (January 2022 updates in <i>italic text</i>)
HH9	<p>Playgrounds Implement improvements at the Parliament Hill Adventure (PHA), Vale of Health (VOH) & East Heath (Preachers) (EH) Heath Extension (HE) Playgrounds.</p>	<p>PHA June 2021.</p> <p>VOH June 2021.</p> <p>EH June 2021.</p> <p>HE March 2022.</p>	<p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5.</p>	<p>Contribute to a flourishing Society.</p>	<p>Works at the PHA and VOH playground have been completed.</p> <p><i>Works at the EH playground commenced in October 2021 and are on-going, with landscaping works being impacted by poor ground conditions. The project is on track to be completed by Spring 2022.</i></p> <p><i>The HE playground Project Board met in December 2021. The next steps of the project are to develop detailed design proposals and submit a planning application. In parallel, fundraising for the project is being undertaken. Once the funding target of £40,000 has been achieved a tendering process will be undertaken.</i></p> <p><i>Donations can be made at https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/donate-to-hampstead-heath</i></p>

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress (January 2022 updates in <i>italic text</i>)
HH10	<p>Savernake Road Entrance Improvements Implement improvements in partnership with London Borough of Camden and Heath Hands.</p>	Commencing April 2021.	<p>Outcome B, Priority 4.</p> <p>Outcome C, Priority 5 & 6.</p>	<p>Contribute to a flourishing Society.</p> <p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>Artwork has been completed on the bridge in partnership with the London Borough of Camden, The Von Herkomer Arts Foundation, Heath Hands and the City of London.</p> <p>Agreed landscaping works will be implemented during Winter 2021/Spring 2022. In partnership with the City of London and Heath Hands.</p>
HH11	<p>Cycling Install additional cycle parking at entrances and facilities. Improve cycle signage, waymarking and maps. Where appropriate, work with Partners to implement cycle bursts for children using the Heath to travel to and from school.</p>	Commencing April 2021.	<p>Outcomes A, Priority 3.</p> <p>Outcomes C, Priority 5 & 6.</p> <p>Outcomes D, Priority 8, 9 & 10.</p>	<p>Contribute to a flourishing Society</p> <p>Shape outstanding environments</p>	<p>Working in Partnership with the Camden Sustainability Working Group to improve walking and cycling access across Camden. Following discussion with Members, Officers have contacted the London Borough of Camden to seek an update on the proposal to pilot school cycle bursts on Hampstead Heath, but have received no response to date. The routes proposed for inclusion in the pilot scheme include the footpath extending north of the Lido to join with the Broad Walk, and a route to provide a link from the Broad Walk to the shared use path that runs from East Heath to Spaniards.</p> <p>Focus areas for HH are signage/waymarking and cycling network around the Heath.</p>

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					<i>An updated proposals is expected from Camden in late January 2022, which will be discussed with the HHCC at their next meeting.</i>
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>	<p>A review of the High Level Asset Management Plan (AMP) 2018-2021 has been undertaken and a AMP 2021-24 has been drafted.</p> <p><i>The AMP has been approved by Members of the Hampstead Heath, Highgate Wood & Queen's Park Committee in December 2021.</i></p>
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>	<p>Implementation of this project is being impacted by COVID. Timescales subject to review.</p> <p>Butterfly House remains closed.</p> <p>The Operational Services Manager has commissioned an options appraisal regarding the long term sustainability of the Zoo and Butterfly house.</p> <p><i>Members will be consulted on the future options in 2022.</i></p>

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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.	Capital Funding Approved December 2020. Gateway 2 Report discussed with Stakeholders and Members (March - May 2021). A tender process has been undertaken and a Project Architect will be appointed in September 2021. This will inform the draft timeline for works. <i>Site meetings are taking place to inform design. A Gateway 3 /4 report will be presented to Members to late spring/summer 2022.</i>
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.	<i>A Capital Funding application of £2m for reconstruction of the track surface and associated works has been approved in full by the City of London Policy and Resources Committee. A Project Board will be established in early 2022.</i>
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.

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	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 inaugural meeting of the Sport and Wellbeing Forum took place on 5 July.</p> <p><i>The Forum last met on 11 January 2022. The action points from the meeting are included within the meeting agenda pack.</i></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.	<p>Working with Heath Hands, Officers are developing partnerships with local GP's and Social Prescribers, London Boroughs and Pro-Active Camden.</p> <p>Work is underway to map opportunities to establish health and wellbeing connections across the Boroughs.</p>
HH19	<p>Café Tendering</p> <p>Undertake a tender procurement for the Golders Hill Park Café, Parliament</p>	<i>Lease Commence</i>	Outcome B, Priority 4. Outcome C,	Contribute to a flourishing society.	<p>The Parliament Hill and Lido Cafés are currently operating on a tenancy at will arrangement. <i>The longstanding proprietor of the GHP café retired in early January 2022. The café will be operated on</i></p>

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	Hill Café, Parliament Hill Fields Lido Café and the Heath Extension Kiosk.	<i>GHP, Heath Extension Kiosk, PH & Lido 01/2023.</i>	Priority 5 & 6. Outcome D, Priority 7, 8, 9 & 10.	Support a thriving economy.	<i>a Tenancy at Will. A condition survey of each café will be undertaken ahead of undertaking any tendering.</i> <i>The Hampstead Heath, Highgate Wood and Queen's Park Committee have agreed that new lease arrangements for all Heath cafés will come in to effect in 2023</i>
HH20	Dog walking code of conduct and the Professional Dog Walking Licencing Scheme Implement a licencing scheme from April 2021.	<i>Licence Scheme to commence April 2022.</i>	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.	Members have agreed in principle the Scheme. Dialogue continues with the Hampstead Professional Dog Walkers Association. Officers ran an expression of interest and a mapping exercise has been undertaken. Professional Dog Walkers using the Heath were asked to identify the areas of the Heath which they currently use. This information has informed a zoning approach. Officers have assessed that 70 licences can be issued without the commercial activity impacting on wildlife, the amenity of the Heath, and without causing disruption to recreational users. <i>Advertisement of the Licencing Scheme will commence in due course to give notice to Professional Dog Walkers wishing to make a licence application.</i>

Ref	Project Details	Key Dates	HH Mgt Strategy Outcomes	Corporate Plan Aims	Notes on progress (January 2022 updates in <i>italic text</i>)
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.	An initial scoping workshop took place during December 2019 and further consultation and engagement will take place during 2022, supporting the development of the code of conduct and licensing scheme.
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.	Officers are engaging with Forest Schools and registering current groups using the Heath. Short Term Licencing arrangements are being implemented for 2021/22. <i>Discussions are underway to licence a fee paying school based in Hampstead. Officers will be working with the Learning Team to assist with the management of forest school activities on the Heath going forward.</i>
HH23	Golders Hill Park Accessible Car Park Undertake a tendering process to appoint a Consultant to develop options which facilitate safe	<i>January 2022</i>	Outcomes B, Priority 4. Outcome C, Priority 5 & 6.	Contribute to a flourishing Society.	<i>A second tendering process has been undertaken and a Consultant has been identified. Draft options are presented for Members consideration and feedback as part of the January 2022 agenda pack.</i>

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	weekend and Bank Holiday opening of the Car Park.				
HH24	<p>Develop Heritage Outcomes Engage with Historic England and local historians to:</p> <p>Develop a Heritage Conservation Management Plan for the Heath.</p> <p>Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.</p>	2023/24.	Outcome A, Priority 2.	Shape outstanding environments.	
HH25	<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>Outcome A, Priority 1.</p> <p>Outcome D, Priority 10.</p>	<p>Support a thriving economy.</p> <p>Shape outstanding environments.</p>	<p>OPM population stabilised on Hampstead Heath. Monitoring of Carcelia parisitoid continuing as natural control.</p> <p>Massaria currently stable.</p>
HH26	<p>Planning Regular monitoring of development and planning</p>	2021/22.	Outcome D, Priority 10.	Support a thriving economy.	Quarterly reporting to HHCC and HHHWQPC.

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	applications to ensure that the Heath is protected.			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 by 2027 in scope 1 & 2 emissions	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.	Strategy adopted October 2020. Now in first phase of delivery. Quarterly reporting to HHCC and HHHWQPC.
HH28	Contactless Payment for access to Toilets Undertake a Feasibility Study to inform the possible introduction of a charge at some toilet facilities to pay towards cleaning and maintenance.	2022/23.	Outcome D, Priority 10.	Shape outstanding environments.	This project is not being prioritised.