

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK SUB-DIVISIONAL PLAN 2022-2025

Introduction

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

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 Sub- 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.
- The Natural environment strategic framework
- Hampstead Heath Management Strategy 2018-28
- Conservation Management Plans
- Three-year Sub-Divisional Plan that guides implementation.
- An Annual Works Programme and Project Plans, supported by detailed specifications and guidance

Green – Project is on track (timescale/budget)

Red – Project is behind schedule/over budget

Amber – Mitigations are required (timescale/budget)

Blue – Project has not started

- Performance Development Approach (PDA), detailing individual's targets to achieve the outcomes and objectives above.

The Sub-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 Sub-Divisional Plan has been developed for each Charity.

Criteria for Divisional Plan Projects:

The definition and criteria of projects to be included in the 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.

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Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
1	Deliver Efficiencies, Savings and Income Generation Projects Implement the approved Budget for 2022/23. Investigate opportunities for gift aid to support donations.	On-going.		
2	Support Implementation of the Target Operating Model (TOM) Review operational arrangements to align with the TOM.	Phase 2 Implementation 2022/23.		TOM phase 1 completed, and implemented from 4 April 2022. TOM phase 2 to be launched in X.
3	Develop our Workforce Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	On-going.		
4	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.	On-going.		Hand held equipment (strimmers, mowers and utility vehicles) are being converted to electric as and when items are replaced.
5	Divisional Radio System Procure an alternative Radio system.	On-going.		
6	Promote Health Connections	On-going.		

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Hampstead Heath, Highgate Wood, Keats House & Queen's Park Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
	Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.			
7	Licencing schemes Undertake consultation and engagement to inform the develop a licencing scheme for Fitness training, and Professional Dog Walking. Implement a Licencing for Forest Schools.	On-going.		
8	Develop Heritage Outcomes Engage with Historic England and local historians to: Develop a Heritage Conservation Management Plan for the Heath. Incorporate preservation and interpretation actions to preserve and interpret archaeological and heritage into the existing Compartment Management Plans.	2023/24.		
9	Bio-Security Management Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	On-going.		
10	Planning Regular monitoring of development and planning applications to ensure that the Heath is protected.	On-going.		

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11	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.		External Consultancy finalising report (due end of April) in relation to baseline carbon removals and opportunities for Natural Environment Division to increase carbon capture levels over lifetime of Strategy 2027 to 2040.
12	Litter, Waste & Recycling Reduce reliance on external contracts. Undertaken public engagement in relation to recycling.	On-going.		
13	Review of Systems Undertake a review of current arrangements in relation to online booking, FPN's and CRM to identify efficiencies and improve the customer experience.			
14	Visitor Engagement Undertake surveys and capture data to understand visitor trends and satisfaction.			
15	Asset Management Review and implement site specific Asset Management Plans.			
16	Interventions to mitigate impacts from increasing visitor pressures			

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17	Café Tendering Undertake a tender procurement for the Golders Hill Park Café, Parliament Hill Café, Parliament Hill Fields Lido Café, Heath Extension Kiosk, Queen's Park Café and Highgate Wood Pavilion Café.	2023		
18	Volunteering Opportunities Maximise volunteering opportunities by offering a range of activities and working in partnership with Heath Hands and other key partners.	On-going.		

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Hampstead Heath Charity Projects

Ref	Project Detail	Key Dates	RAG	Notes on progress
HH1	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.	Green	RIBA stage 2 completed. RIBA stage 3 will be presented to Members in June 2022, along with the Gateway 3/4 Report.
HH2	Parliament Hill Athletics Track Reconstruction Capital Project To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	2022/23.	Green	
HH3	Playgrounds Implement improvements at the Hampstead Heath Extension.	2022/23	Green	
HH4	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.	On-going.	Green	Link to review of Management Strategy.
HH5	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.	2022/23	Green	Works commenced on site in April 2022. Next steps: -Installation of signage & comms. -Enforcement.

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HH6	<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>Spring 2022 (present options to HHCC)</p>	<p>An options appraisal has been undertaken, and will be presented to Member of the HHCC for consideration in May and Members of the HHMC in June 2022.</p>
HH7	<p>Master Plan for optimising facilities at Parliament Hill</p> <p>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 improved sports facilities and improved learning facilities.</p>	<p>September 2022.</p>	<p>Due to capacity within City Surveyors Department a review will commence until autumn 2022.</p>
HH8	<p>Mid-Term Review – Hampstead Heath Management Strategy 2018-2028</p>	<p>2023-24</p>	

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Highgate Wood & Queen's Park Charity Projects

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HWQP1	Sandpit Refurbishment of the Sandpit and improve provision of equipment in the Children's Play Area.			
HWQP2	Woodland Walk Consult on, finalise and implement the Queen's Park Woodland Walk Management Plan.			
HWQP3	Conservation Management Plan Develop a draft Conservation Management Plans for Highgate Wood & Queen's Park			
HWQP4	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.			
HWQP5	Signage & Interpretation Complete the noticeboard replacement programme.			

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