

## 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, Queen's Park and Keats House 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

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- 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	<b>Deliver Efficiencies, Savings and Income Generation Projects</b> Implement the approved Budget for 2022/23. Investigate opportunities for gift aid to support donations.	On-going.		
2	<b>Support Implementation of the Target Operating Model (TOM)</b> 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 later this year.
3	<b>Develop our Workforce</b> Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	On-going.		
4	<b>Compliance with the ULEZ</b> 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.		Due to procurement difficulties, the lease of 4x electric Renault Kangoo vans has not progressed, and alternative vehicles are being sourced. Lease of 4x electric vans will complete the medium-term vehicle replacement plan to have all road going vehicles compliant with ULEZ. The lead time for the replacement 4WD vehicle for the Tree Team has extended to February 2023.  Hand held equipment (strimmers, mowers and utility vehicles) are being converted to electric as and when items are replaced.

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<b>Hampstead Heath, Highgate Wood, Keats House &amp; Queen's Park Projects</b>				
<b>Ref</b>	<b>Project Details</b>	<b>Key Dates</b>	<b>RAG</b>	<b>Notes on progress</b>
5	<b>Divisional Radio System</b> Procure an alternative Radio system.	On-going.		The new Mast is operational. Signal boosting technology is being investigated.
6	<b>Promote Health Connections</b> Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.	On-going.		
7	<b>Licencing schemes</b> Undertake consultation and engagement to inform the development of a licencing scheme for Fitness Trainers, and Professional Dog Walking. Implement a Licencing for Forest Schools.	On-going.		
8	<b>Develop Heritage Outcomes</b> 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.		An audit of heritage across the new Natural Environment Division, including heritage sites and projects at Hampstead Heath, Highgate Wood and Queen's Park as well as other locations, is being undertaken to better understand the range, nature and current management of the historic assets in our care and the outcomes they contribute to. The initial audit, which is expected to be completed by late spring, will be reported to the Divisional Director to inform TOM Phase 2 and the future management of these assets.
9	<b>Bio-Security Management</b> Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	On-going.		Current focus is Oak Processionary Moth (OPM), Massaria of Plane, and Ash Dieback. All of these are being proactively managed by the Hampstead Heath

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Ref	Project Details	Key Dates	RAG	Notes on progress
				Tree Team working collaboratively with Forestry Commission, and other tree management partners.
10	<b>Planning</b> Regular monitoring of development and planning applications to ensure that the Heath is protected.	On-going.		Current planning applications being monitored include:  -Jack Straws Castle (Hampstead Heath). Party Wall discussions are on-going. -Cranwood House -Lanchester Gardens.
11	<b>Climate Action Strategy</b> 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	<b>Litter, Waste &amp; Recycling</b> Reduce reliance on external contracts. Undertaken public engagement in relation to recycling.	On-going.		Camden Veolia general waste collection contract from Parliament Hill has been closed and collections being carried out by Waste and Recycling Team.
13	<b>Review of Systems</b> Undertake a review of current arrangements in relation to online booking, FPN's and CRM to identify efficiencies and improve the customer experience.	On-going.		

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Ref	Project Details	Key Dates	RAG	Notes on progress
14	<b>Visitor Engagement</b> Undertake surveys and capture data to understand visitor trends and satisfaction.	On-going.		An online surveys seeking feedback from swimmers on the proposals ran between 1-25 April 2022. Feedback from the survey is included in the Swimming Annual Review 2021-22.
15	<b>Asset Management</b> Review and implement site specific Asset Management Plans.	On-going.		Project Team to be set up to manage this project. Key priority is Heathfield House, Parliament Hill and staff accommodation.
16	<b>Interventions to mitigate impacts from increasing visitor pressures</b> Interventions to address impacts on wildlife, erosion, compaction, path maintenance, waymarking and signage improvements.	On-going.		
17	<b>Café Tendering</b> 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	<b>Volunteering Opportunities</b> 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

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HH1	<b>Swimming Capital Project</b> Progress through the Capital Project Gateway Procedures a programme of safety, access and security improvements across the Bathing Ponds and Lido.	Implement 2022/23.		RIBA stage 2 completed. RIBA stage 3 presented to Members in June 2022, along with the Gateway 3/4 Report.
HH2	<b>Parliament Hill Athletics Track Reconstruction Capital Project</b> To reconstruct the Athletics Track Surface in order to maintain U.K. Athletics (UKA) TrackMark Standard Level 1.	2022/23.		Gateway 2 Report approved by Hampstead Heath, Highgate Wood and Queen's Park Committee on 4 <sup>th</sup> May 2022 and Operational Property and Projects Sub Committee on 30 <sup>th</sup> May 2022. Awaiting RASC to draw down the monies. Members of the Hampstead Heath Consultative Committee request that the construction end date be brought forward, this will be reviewed by the Project Team once set up.
HH3	<b>Playgrounds</b> Implement improvements at the Hampstead Heath Extension.	2022/23		Planning permission has been approved by the London Borough of Barnet granted May 2022. A procurement exercise has been undertaken and donations continue to be positive.
HH4	<b>Cycling</b> 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.		Link to review of Management Strategy.
HH5	<b>Golders Hill Park Accessible Car Park</b> Undertake a tendering process to appoint a Consultant to develop options which	2022/23		New car park markings installed (April/May 2022). Next steps: -Installation of signage & comms.

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	facilitate safe weekend and Bank Holiday opening of the Car Park.			-Enforcement.
HH6	<b>Golders Hill Park Zoo &amp; Butterfly House</b> Undertake an options appraisal to inform discussions with the Hampstead Heath Consultative Committee regarding the long-term sustainability of the Zoo and Butterfly House.	Summer 2022 (present options to HHCC).		An options appraisal has been undertaken, and presented to Member of the HHCC for consideration in May and Members of the HHMC in June 2022.
HH7	<b>Master Plan for optimising facilities at Parliament Hill</b> 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.	September 2022.		Due to capacity within City Surveyors Department a review will commence until autumn 2022.
HH8	<b>Mid-Term Review – Hampstead Heath Management Strategy 2018-2028</b>	2023-24		

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### Highgate Wood & Queen's Park Charity Projects

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HWQP1	<b>Sandpit</b> Refurbishment of the Sandpit and improve provision of equipment in the Children's Play Area.	On-going.		Community Infrastructure Levy Funding has been applied for. Await outcome of decision by London Borough of Brent, July 2022.
HWQP2	<b>Woodland Walk</b> Consult on, finalise and implement the Queen's Park Woodland Walk Management Plan.	On-going.		Consultation and engagement continue with community. Application for funding being sought by working group via Heritage Lottery Funding and/or Groundwork London.
HWQP3	<b>Conservation Management Plan (CMP)</b> Develop a draft Conservation Management Plans for Highgate Wood & Queen's Park	On-going.		The current Queen's Park CMP expires during 2023.
HWQP4	<b>Roman Kiln</b> 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.		
HWQP5	<b>Signage &amp; Interpretation</b> Complete the noticeboard replacement programme.	On-going.		Installation of 4 oak timber notice boards is outstanding. In-house repairs/replacement will be undertaken in-house during 2022.

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