

## 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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<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>
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.		A number of initiatives are in place to increase effectiveness including: introduction of a gift aid process for donations, review of lido and ponds booking systems, review of enforcement in car parks and review of the Lido.
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 during winter 2022.
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.		Linking to the city staff development and learning programme, this includes new modules i.e. public speaking. Opportunities to act up are in place and further opportunities includes apprenticeships and collaborations, i.e. training to become a green flag judge
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.	Completed		Vehicle replacement programme completed. Vehicles will remain under review to ensure compliance with regulations.
5	<b>Divisional Radio System</b> Procure an alternative Radio system.	On-going.		The new Mast is operational. Signal boosting technology is being investigated. Further testing to be carried out on the effectiveness of a radio system which uses push to talk technology over the cellular network.

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6	<b>Promote Health Connections</b> Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.	On-going.		Heath Hands continue to work with Health Navigators to signpost the facilities and opportunities available on the Heath.
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.		Forest School Licences have been issued for the Old Orchard Garden at Kenwood Nursery Yard, and for Forest Bathing sessions. We are finalising a forest school licence for a local school provider.  Roll out of the Dog Licencing Scheme Licence cards has been experienced a slight delay, due to operational changes within the team responsible. Officers continue to liaise with Licence holders.
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>	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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	Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.			Tree Team working collaboratively with Forestry Commission, and other tree management partners, such as DEFRA.
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.
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.		A programme of allowing areas of amenity grassland to develop into meadow is planned for 2023, and a Committee Report has been drafted for presentation to Committee this autumn. This will support the Climate Action Strategy's objectives on carbon removals, and also increase biodiversity value across the Heath.
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. This has proved a successful addition to the Team's collection duties and we are confident that the team can continue to provide this service.
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.		In partnership with Epping Forest, FPNs are being introduced. Initial set up of back-office process is underway, further training necessary for frontline and back office staff.

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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.  An update on the Parliament Hill Masterplan is included within the meeting agenda pack.  (Linked to project HH7)
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.		A number of fenced off areas have successfully recovered but will remain fenced off as they are now providing refuges for wildlife. More ground restoration works will be undertaken this autumn once the weather has become cooler and rain has returned.
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		Changes within the City Surveyor's Dept has put this project on hold. Sites visits will be completed in August 2022, with a high level review of property conditions assessed by the Surveyor.
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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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 3 completed. Gateway 3/4 report approved by Members (21 June 2022).  See project on a page update include within the meeting agenda pack.
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.		See project on a page update include within the meeting agenda pack.
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 a contract has been appointment. Works have started on site.
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. -Enforcement.

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	facilitate safe weekend and Bank Holiday opening of the Car Park.			
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 Officer Project steering group has been set up to implement priorities as agreed by HHMC.  A procurement exercise is in progress to shape new visitor experiences. The review of the collection plan is on-going.
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.		An update on the Parliament Hill Masterplan is included within the meeting agenda pack.  (Linked to project 15)
HH8	<b>Mid-Term Review – Hampstead Heath Management Strategy 2018-2028</b>	2023-24		

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