

## 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.  An update on the TOM will be an item for discussion at the meeting.
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.

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			Amber	Further testing to be carried out on the effectiveness of a radio system which uses push to talk technology over the cellular network.
6	<b>Promote Health Connections</b> Work together with Partners, including Heath Hands and the NHS, to promote health & wellbeing.	On-going.	Green	A meeting with the Assistant Director of Camden & Islington Public Health and a joined up approach is being progressed.
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.	Green	Professional Dog Walking Licences have been processed and monitoring of the licencing scheme will progress in the new year.
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.	Green	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.

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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.		Consultations with DEFRA and Forestry commission are in place to test different methodologies and options.
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. - Cranley Gardens. Demolition work has started on site. The development is being delivered by London Borough of Haringey.  We are awaiting further news on the Murphy's Yard development proposals.
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 & 3.		A programme of allowing areas of amenity grassland to develop into meadow is planned for 2023, following consultation. 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.		A meeting with the CoL Recycling Team took place to discuss opportunities to work together and manage external contracts more effectively.

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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.
14	<b>Visitor Engagement</b> Undertake surveys and capture data to understand visitor trends and satisfaction.	On-going.		A new swimming survey will be launched in the new year.
15	<b>Asset Management</b> Review and implement site specific Asset Management Plans.	On-going.		An asset management plan is in place to ensure effective management of the built assets to meet statutory obligations, generate efficiencies and improve buildings to support effective service delivery. As well as considering key buildings, the plan also considers the Cyclical works plan that identifies priority interventions.
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		External consultants with Food and Beverage expertise will be asked to submit advisory marketing reports, fee profiles and marketing budget estimates, with key estimated dates or time periods for stages of the marketing process, to inform the future marketing process for the cafes.

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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.		The Trees and Conservation Manager is working with the Heath Hands Development Officer identifying potential funding opportunities focusing on nature recovery, biodiversity and climate action.
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		The playground re-opened on 5 November 2022.
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	On-going.		Link to review of Management Strategy.

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	bursts for children using the Heath to travel to and from school.			
HH5	<b>Golders Hill Park Accessible Car Park</b> 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		New car park markings installed (April/May 2022). Next steps: -Installation of signage & comms. -Enforcement.  An recommendation in relation to enforcement is included within the Assistant Directors report.
HH6	<b>Golders Hill Park Zoo</b> Undertake an options appraisal to inform discussions with the Hampstead Heath Consultative Committee regarding the long-term sustainability of the Zoo.	Summer 2022 (present options to HHCC).		An Officer Project steering group has been set up to implement priorities as agreed by HHMC.  New visitor experiences are being shaped up to be promoted in the summer. 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.		A Parliament Hill masterplan has been updated following feedback with the HHCC and the sports forum and further engagement with wider Heath users will take place in 2023.  (Linked to project 15)
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 awarded by the London Borough of Brent. An Consultant has been appointed to review the previous concept design and produce technical drawings, undertake a procurement exercise in spring 2023 and manage the project to completion (expected summer 2023).
HWQP2	<b>Woodland Walk</b> Consult on, finalise and implement the Queen's Park Woodland Walk Management Plan.	On-going.		Representatives of the Woodland Walk Working Group recently visited Highgate Wood to discuss further steps with the Heath's Conservation and Tree Teams. A further meeting is scheduled for early December to discuss tree management (to improve light levels within the woodland walk) and agree a mini management plan for the area.
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.		A initial enquiry with the National Lottery Heritage Fund proved very positive. A funding bid application is in development with support from the FOHRK. The bid will be submitted in winter 2022/23.
HWQP5	<b>Signage &amp; Interpretation</b> Complete the noticeboard replacement programme.	On-going.		Installation of 4 oak timber notice boards at Highgate Wood is planned for spring 2023.

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