

## 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 Objects:

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.		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 launched December 2022 with implementation from January 2023.
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.		Work continues to strengthen the referral process with a number of activities managed by Heath Hands.
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.		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.		An audit of heritage across the new Natural Environment Division has been undertaken. 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 as part of the Natural Environment overall strategy.
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.

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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.  -Fairground Site Vale Of Health London NW3 1AU (2021/5819/P). New application (Jan 6 2023) - Certificate of Lawfulness (Existing). Use as mixed use site for travelling showpeople and a residential caravan site.  -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.		Positive discussion with the City Veolia contract management team took place to manage the contract 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.		Review of swimming system is being scoped.
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 early 2023.
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 restoration works will be carried out in the new year when ground conditions have improved.
17	<b>Café Marketing</b> Undertake remarketing of the opportunities to lease the cafés at 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. Scoping of works to be discussed January-March 2023.

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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.

Hampstead Heath Charity Projects				
Ref	Project Details	Key Dates	RAG	Notes on progress
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.		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.		A Gateway 3/4 report is include within the meeting agenda pack.
HH3	<b>Playgrounds</b> Implement improvements at the Hampstead Heath Extension.	Completed.		The playground re-opened on 5 November 2022.

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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.		This will be reviewed in line with the reviewed Management Strategy.
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 have been installed.  Next steps: -Installation of signage & comms. -Enforcement.
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.  Two Scottish Wildcats have been included in the collection at Golders Hill Park Zoo, in line with the development plan.

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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 is being finalised 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		

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

Ref	Project Detail	Key Dates	RAG	Notes on progress
HWQP1	<b>Sandpit</b> Refurbishment of the Sandpit and improve provision of equipment in the Children's Play Area.	Summer 2023.		Community Infrastructure Levy Funding has been awarded by the London Borough of Brent. The Consultant has reviewed the previous concept design and has produced technical drawings. The next step is to undertake a procurement exercise in spring 2023.
HWQP2	<b>Woodland Walk</b> Consult on, finalise and implement the Queen's Park Woodland Walk Management Plan.	On-going.		Members of the Woodland Walk Working Group met with representatives from the Hampstead Heath Management Team on site and discussed hedge laying and tree work opportunities. The Group also discussed the Woodland Walk extension proposal and scoping is in progress.

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Highgate Wood & Queen's Park Charity Projects				
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.
<b>Ref</b>	<b>Project Details</b>	<b>Key Dates</b>	<b>RAG</b>	<b>Notes on progress</b>
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 for £250,000 has been submitted with support from the FOHRK. The outcome of the funding application is expected mid-February.
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 during 2023.

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