# Hampstead Heath Risk Register

**Report Author:** Joanne Hill **Generated on:** 02 May 2023



Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Flight path
ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland 10-Aug-2015 Stefania Horne; Jonathan Meares	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires.  Event: Large-scale fire / increased frequency of fires.  Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	Impact	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  The risk decreases in the winter, but evidence of fires during those months continues to be found by Rangers.  A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious).  26 Apr 2023	Impact	31-Mar-2024 Reduce	

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
003a Improve	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits are reviewed annually and will be reviewed again before summer 2023.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HH 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event.  The Trigger Event Policy complements this plan.  Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 007 Maintenance of buildings and equipment	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme. Event: Operational or public buildings become unusable.  Effect: Potential serious injury to a member of the public or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.	Impact 16	Current risk score remains at 16 (likely and major).  Inspections of operational property are managed, and records kept, by the City Surveyor's Department (CSD). Building defects are reported to CSD's Facilities Management Team to address. Longer term repairs and maintenance are managed through the Cyclical Works Programme (CWP), and where significant costs are likely to be incurred over and above the CWP, additional funding is sought through capital bids. We are reliant upon CSD to allocate funds for works to be carried out.  We are currently unable to reduce this risk due to decreased CWP budget; only H&S-related projects will be completed in 2023/24. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes.  The corporate Facilities Management contract was recently renewed/replaced; we will monitor the situation over the coming months and reassess the risk if appropriate.  26 Apr 2023	Impact 16	Accept	

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007a Review of	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget.  The corporate Facilities Management contract was recently renewed/replaced; we will monitor the situation over the coming months and reassess the risk if appropriate.	Stefania Horne	26-Apr-2023	30-Jun-2023
	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	This is an ongoing action.  Client Liaison meetings are taking place at least quarterly.  APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's. We continue to work with CSD to resolve service delivery issues.	Stefania Horne	20-Apr-2023	31-Mar-2024
ENV-NE-HH 007d Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Stefania Horne	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 004 Climate and Weather 24-Feb-2022 Stefania Horne	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently.  Event: More frequent and severe storm damage, flooding, and fires.  Effect: Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.	Impact 12	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.  There is an increased chance of flash flooding at Golders Hill Park and South End Green due to run-off from the ponds.  Extreme weather events continue to be managed.  MET office Storm Centre warnings are monitored.  MET Office Flood Alerts and Warning are monitored.  MET Office Fire Severity Index is monitored.  20 Apr 2023	Impact 6	Reduce	

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004a Review		Met Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024
		Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.			

004b Review of site	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024
004c Extreme	1	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.  The Protocol is currently undergoing its scheduled review and being updated as necessary.	Stefania Horne; Jonathan Meares	26-Apr-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & S	Score	Risk Update and date of update	Target Risk Rating &	Score	Target Date/Risk Approach	Flight path
ENV-NE-HH 011 Recruitment and retention of staff	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Event: Division is unable to maintain the spaces to an acceptable standard. Effect: Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.	Impact	12	The current risk score remains Amber 12 (possible/major) due to ongoing vacancies and difficulties in recruitment. We aim to reduce the risk to the target level once the new TOM structure has been implemented and vacancies are recruited to.  In the meantime, vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division.  20 Apr 2023	Impact	6	31-Dec-2023	
Stefania Horne								

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
			Stefania Horne	20-Apr-2023	31-Dec-2023
Model		Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.			

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ENV-NE-HH 012 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	Cause: Lack of Capital Expenditure to support the delivery of essential projects and programmes.  Event: Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk.  Effect: Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.	DOCUMENT   Impact	12	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out.  25 Apr 2023	Impact	6	31-Dec-2023 Reduce	

Action no, Title,	Action description			Latest Note Date	Due Date
	±	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.	Stefania Horne	25-Apr-2023	31-Dec-2023

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ENV-NE-HH 001 Budget Reduction and Income Loss  24-Feb-2022 Stefania Horne	Cause: Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams.  Event: Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance.  Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).	Impact	This risk has been assessed in response to increased budgetary risks across the department.  An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified savings associated with the Target Operating Model are met.  This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring including the review of the revised budgets which is still in process. The target has been set to Amber (6) for June 2023, although this is contingent on the identification of TOM-related savings.  27 Apr 2023		30-Jun-2023	

Action no, Title,	Action description			Latest Note Date	Due Date
	Monitor budgets monthly and consider income generation opportunities.	1 &	Stefania Horne	27-Apr-2023	30-Jun-2023
		Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.			

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002 Long-term	Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.  Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers.  Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	Impact	8	The current risk remains at the same level.  Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.  Achievement of target score for 2024 is contingent upon funding and support for restoration works.  20 Apr 2023	Impact	6	31-Mar-2024 Reduce	

Action no, Title,	Action description			Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul> <li>Additional monitoring and ecological assessments required.</li> <li>Messaging via social media asking visitors to use the site responsibly.</li> <li>Regular Ranger and Constabulary activity.</li> <li>Programmed restoration work is ongoing.</li> <li>Target set for 2024 as we expect this to be a long-term mitigation exercise.</li> </ul>	Jonathan Meares	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 006 Health and Safety Incidents 10-Aug-2015 Stefania Horne	Cause: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health & Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public.  Event: Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public.  Effect: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.	Impact	8	The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A short-term Health & Safety Adviser is being recruited by the Departmental Health & Safety Manager to provide additional technical support for North London Open Spaces division.  20 Apr 2023	Impact	4	30-Jun-2023	

Action no, Title,	Action description			Latest Note Date	Due Date
ENV-NE-HH 006a Annual H&S site Audits	Continue with annual H&S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	, ,	Stefania Horne	20-Apr-2023	31-Mar-2024
006b Health & Safety meetings	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	Stefania Horne	20-Apr-2023	31-Mar-2024
ENV-NE-HH 006c Management of the ponds and lido	Manage the ponds and lido to reduce the likelihood of unauthorised access and drowning.	conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. The non-lifeguarded facilities are heavily signed; this is done prior to the beginning	Stefania Horne; Paul Maskell	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 009 Supervised water facilities 10-Aug-2015 Paul Maskell	Cause: Improper use of water bodies: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks.  Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond.  Effect: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	Impact	8	The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities.  Measures are in place to ensure the health and safety of staff and visitors, but pressure due to high attendance means the likelihood of the risk occurring must remain at the same level.  This risk is partly mitigated by the continuation of the booking system which controls the number of people who are admitted during the busiest periods.  20 Apr 2023	Impact	6	31-Mar-2024	

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Paul Maskell	20-Apr-2023	31-Mar-2024
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by Ranger team as part of their weekly patrols and defects reported for repair or replacement.	Paul Maskell	20-Apr-2023	31-Mar-2024
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Signage, specifically at water bodies, is checked by Ranger team as part of their weekly patrols and defects reported for repair or replacement.	Paul Maskell	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 010 Maintenance of water bodies 25-Jun-2022 Jonathan Meares	Cause: Lack of maintenance of established water bodies across the sub-division.  Event: Water bodies are not maintained to an acceptable and safe standard.  Effect: Decrease in the quality of maintenance of the water bodies. Ponds are dynamic landscape features which require management in order to be conserved into the future: failing to maintain water bodies may result in a decrease in ecological and habitat improvements.	Impact	The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity.  The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate.  20 Apr 2023		31-Mar-2024 Reduce	

Action no, Title,	Action description			Latest Note Date	Due Date
	and Wetlands Plan as appropriate.	8	Jonathan Meares	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 013 Tree failure  01-Feb-2023 Jonathan Meares	Cause: Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk.  Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.  Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.	Impact 8	Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.  The Extreme Weather Protocol contains criteria for closing relevant parts of the Heath or Golders Hill Park in extreme weather conditions.  Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible.  20 Apr 2023	Impact 6	31-Mar-2024 Reduce	

Action no, Title,	Action description	Latest Note		Latest Note Date	Due Date
ENV-NE-HH 013a Tree management systems	Continue to comply with established tree management systems.	A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.  A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.  Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.	David Humphri es; Jonathan Meares	20-Apr-2023	31-Mar-2024

ENV-NE-HH 013b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate.	Stefania Horne; David Humphri es; Jonathan Meares	26-Apr-2023	31-Mar-2024
ENV-NE-HH 013c Annual tree management audit	Annual tree management audit carried out by external consultant.	An annual review of systems and inspections is undertaken by an independent external consultant.	David Humphri es; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HH 013d Tree Safety Policy	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy will be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	David Humphri es; Jonathan Meares	20-Apr-2023	31-Dec-2023
ENV-NE-HH 013e Road closure options	Liaise with local authorities regarding possibility of road closures during severe storms.	We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.		20-Apr-2023	31-Dec-2023
		Further discussions with the relevant local authorities and other parties will be undertaken over the coming months to determine whether this is feasible.			

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ENV-NE-HH 005 Plant and Tree Disease	Cause: Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites.  Event: Tree disease including Massaria, Ash Dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.  Effect: Service capability disrupted; public access to sites restricted; tree decline; reputational damage; substantial cost of removal of OPM; risk to human health from OPM.	Impact 6	Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.  The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.  Staff continue to manage Massaria and Horse chestnut bleeding canker.  The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane ( <i>Ceratocystis platani</i> ) and <i>Xylela fastidiosa</i> .  Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).  25 Apr 2023	Impact 4	Reduce

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	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	20-Apr-2023	31-Mar-2024
	Identification and treatment of Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.	Jonathan Meares	20-Apr-2023	31-Mar-2024

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ENV-NE-HH 008 Local Planning Issues	Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities.  Event: Large houses, buildings or other developments on land affecting Hampstead Heath.  Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	8	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time.  We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division.  Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space.  20 Apr 2023	Impact 4	Accept	

Action no, Title,	Action description			Latest Note Date	Due Date
008a Local Authority	Authorities. Assistant Director and Officers	Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park	Jonathan Meares	20-Apr-2023	31-Mar-2024
	may impact Hampstead Heath. Work collaboratively with local community and civic societies.				

	help influence the content of the documents.		Meares	20-Apr-2023	31-Mar-2024
008c Planning	planning activity in order to ensure it does	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Meares	20-Apr-2023	31-Mar-2024