



## **Hampstead Heath Consultative Committee Supplementary Agenda Pack**

**Date:** MONDAY, 9 JULY 2018

**Time:** 7.00 pm

**Venue:** PARLIAMENT HILL CONFERENCE ROOM, PARLIAMENT HILL STAFF  
YARD, PARLIAMENT HILL FIELDS, HAMPSTEAD HEATH, NW5 1QR

11. **HAMPSTEAD HEATH 2018 MANAGEMENT PLAN UPDATE**  
Report of the Superintendent of Hampstead Heath.

**For Discussion**  
(Pages 1 - 48)

Item received too late for circulation in conjunction with the Agenda.

**John Barradell**  
**Town Clerk and Chief Executive**

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee	9 July 2018
<b>Subject:</b> Update on the Hampstead Heath Management Plan 2018-2018	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Lucy Gannon, Open Spaces Department	

## Summary

The purpose of this report is to update on progress to deliver the Hampstead Heath Management Plan 2018-2028 and to share the Final Progress Report on the 2007 Hampstead Heath Management Plan.

## Recommendation(s)

It is recommended that:

- Members note the final progress report on the 2007 Hampstead Heath Management Plan and the revised schedule for completion of the new Hampstead Heath Management Plan 2018- 2028, as set out in paragraph 7.
- Members provide feedback on the first draft of the Hampstead Heath Management Plan 2018-2028.
- The views of the Hampstead Heath Consultative Committee be conveyed to the Hampstead Heath, Highgate Wood & Queen's Park Committee at their meeting on 5 September 2018.

## Main Report

### Background

1. The ten-year term of the 2007 Hampstead Heath Management Plan concludes in 2018 and development of a revised Management Plan continues as a priority.
2. A review of the 2007 Hampstead Heath Management Plan was undertaken in 2016, in consultation with members of the 2007 working groups and Open Spaces staff. The review recommended five themes for developing the

Hampstead Heath Management Plan 2018-2028 (the 2018 Plan). The key recommendations of the review were endorsed by the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) in November 2016. These have shaped the development of the 2018 Plan and the Management Framework for the Division.

### **Current Position**

3. The project is progressing in accordance with the programme stages presented to the Hampstead Heath Consultative Committee (HHCC) and HHHWQPC in March 2016. However, the timeframe for completion was reviewed in April 2018 in response to feedback from HHCC recommending additional time for consultation, prior to presentation of a final draft to HHHWQPC when it meets in November 2018. The updated schedule is presented in paragraph 7.
4. Key project milestones achieved in 2018 include:

February 2018	Divisional Plan and Annual Work Programme for 2018-19
March 2018	Report on the Outcomes and Measurement Framework for Hampstead Heath.
July 2018	Final Progress Report on implementation of the 2007 Hampstead Heath Management Plan (Appendix One)
July 2018	Draft Hampstead Heath Management Plan 2018-2028
5. This project addresses the recommendations for each of the five themes identified during the 2016 Consultative Review of the 2007 Hampstead Heath Management Plan:
  - Progress: measuring progress and achievements to date;
  - Structure: reviewing the structure of the plan and associated framework for delivery;
  - Relevance: refreshing the objectives to ensure relevance in the current and future contexts;
  - Engagement: fostering a spirit of shared stewardship;
  - Evaluation: adopting an outcomes-based approach.
6. The review recommended that the 2018 Plan is a brief document (approximately 20 pages) that can be more readily updated, presenting high level management strategies and building on the strengths and intentions of the 2007 Hampstead Heath Management Plan.
7. Table 1 sets out the stages of work to complete the 2018 Plan as approved by the HHHWQPC in May 2018.

	<b>Activity</b>	<b>Timeframe</b>
1	Complete a final Progress Report on implementation of the 2007 Hampstead Heath Management Plan actions and goals to end of March 2018.	Completed (Appendix One)
2	Develop a Transition Plan that shows continuity between the 2007 and 2018 Management Plans and the Management Framework.	See dates for the 2018 Plan below
3	Review 2007 Hampstead Heath Management Plan Objectives and prepare high-level management strategies for achieving the Heath Vision.	Completed
4	Engage with key stakeholder groups and existing forums to finalise the draft management strategies.	July – August 2018
5	Present a first draft of the 2018 Plan to the HHCC for consideration and feedback at a formative stage.	Completed (Appendix Two)
6	Take account of the feedback and update the draft 2018 Plan	July – August 2018
7	Present an update to the HHHWQPC on progress on the 2018 Plan	5 September 2018
8	Present the proposed 2018 Plan to the HHCC for consideration and feedback.	29 October 2018
9	Present the proposed 2018 Plan to the HHHWQPC for approval.	28 November 2018

## Proposals

8. A Final Progress Report on implementation of the 2007 Hampstead Heath Management Plan actions and goals to end of March 2018 is included in Appendix One. This report will inform the Transition Plan which will cross reference the Objectives in the 2007 Hampstead Heath Management Plan to the 2018 Plan and associated Management Framework for the Division.
9. Appendix Two presents a first draft of the 2018 Plan which adopts an outcomes-based approach and a measurement framework to achieve the aspirations of the Heath Vision. The 2018 Plan is embedded in the new Management Framework which establishes a direct link between the strategic level outcomes and work delivered on the ground.
10. The proposed format is in line with the Corporate Plan and is less than 20 pages.
11. Members views are sought at this formative stage. It is expected that the document is likely to evolve and change in response to feedback and further review.

## **Corporate & Strategic Implications**

12. The draft 2018 Plan and associated Management Framework aligns with the annual business planning cycle.
13. The outcomes-based approach aligns with the wider City approach to develop high-level outcomes for the Open Spaces Department Business Plan 2018 - 2023 and the Corporate Plan.
14. The approach being taken at Hampstead Heath is a strong example of how the objectives of the Corporate Plan are delivered to communities on the ground at a local level.
15. Resources and funding for implementation of the 2018 Plan will be allocated annually via the three-year rolling Divisional Plan, as projects are prioritised.

## **Conclusion**

16. The Final Progress Report on implementation of the 2007 Hampstead Heath Management Plan completes an important milestone in the development of the 2018
17. The first draft of the 2018 Plan reflects the recommendations of the 2016 Consultative Review in that it adopts an outcomes-based approach and a measurement framework and is approximately 20 pages in length.
18. Preparation of this first draft of the 2018 Plan sees the project on track to present a final proposed 2018 Plan to the HHHWQPC on 28 November 2018.

## **Appendices**

- Appendix 1 – Final Progress Report on implementation of the 2007 Hampstead Heath Management Plan.
- Appendix 2 – Draft outline for the Hampstead Heath Management Plan 2018-2028.

## **Background Papers**

- Update on the Management Plan for Hampstead Heath, 23 May 2018 Report to Hampstead Heath, Highgate Wood & Queen's Park Committee.

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## Towards a Management Plan for the Heath 2007 – 2017. A summary of progress to date as at 31 March 2018.

This table presents a summary of the overriding Objectives, Essential Actions and Aspirational Goals and provides notes on progress achieved to date and sign posting to the pathway in the new Management Framework (MF) for the Division.

Item	Plan section & Ref	Objective Action Aspiration	Pathway to the MF	Progress to date
<b>History – Overriding Objective H1: Protect and conserve the historic aspects of the Heath and take due account of the distinctive histories of its component parts.</b>				
Interpret and make accessible to as wide a public as possible the history of the Heath, and do this in a way that will complement its other distinctive characteristics.	History – H2	Essential Action	DP 3.3	This approach is embedded in large projects like the Ponds Project, the Hill Garden and Pergola and Golders Hill Zoo.
Compile an inventory (including assessment of the condition) of the historic features of the Heath and an archive of historic materials (for example maps, photographs and manuscripts). These will assist in historical interpretation. The inventory will feed into a planned and prioritised maintenance programme.	History – H3	Essential Action	Consider as a future DP Project	Mapping of artefacts and boundary features as set out in Figure 19 of the 2007 Plan. The City Surveyors Department undertake a programme of regular inspections and maintenance of these sites and artefacts.
Make the link between landscape history and landscape management, so that members of the public can have a greater understanding of current management strategies.	History – H4	Essential Action	DP 3.3	This approach is embedded into programme delivery, in particular through the Annual Work Programme (AWP). It is also a key part of walks and discussions with various Committees and Stakeholder Groups. Interpretation signs at the Viaduct and Two Tree Hill were developed by a Stakeholder Group (Geological Society). The Open Spaces Department Learning Team and the Wild About Hampstead Heath Project volunteers develop resources and activities that embrace these themes. An expanded programme of guided walks has proved popular.

### Key

AWP – Annual Work Programme

DP – Divisional Plan Project

CWP – Cyclical Works Programme

MF – Management Framework

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Historic mapping should be used to help guide management to restore sensitively some elements of the historic landscape where appropriate, for example, some individual trees which indicate former lines of hedgerows and lost ponds.	History – H5	Essential Action	AWP & CMP	Historic mapping should be used to help guide management to restore sensitively some elements of the historic landscape where appropriate, for example, some individual trees which indicate former lines of hedgerows and lost ponds.
Maintain existing views and consider the restoration of lost views where appropriate.	History – H6	Essential Action	AWP	Since 2007 the Tree Team has undertaken works to maintain the views from the summit of Parliament Hill and Harrow view (from the Pergola). These works are on-going and delivered via the Annual Work Programme (AWP), with tree canopy works undertaken approximately twice within a 10 year period. This links to a pipeline project to develop a Heritage Strategy and to annual works by the Tree Team for veteran tree management objectives.
Contribute historical information to a professionally designed and attractive website (see Essential Action E4).	History – H7	Essential Action	DP 3.3 & OSDLP	In recognition of the significance of the rich heritage of the Heath, historical information is a key theme woven through the Open Spaces web pages. For example; <a href="http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/heritage/Pages/the-pergola.aspx">http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/heritage/Pages/the-pergola.aspx</a>
Consider establishing a panel of historical advisors to advise the Superintendent on matters relating to history.	History – H8	Essential Action	AWP & CWP	To date, a formal panel of advisors has been considered unnecessary, with the Superintendent adopting an approach of seeking advice from historians on specific projects and proposals, as appropriate.

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Encourage a greater involvement of volunteers and local historians in research, production of information (such as themed leaflets) and publications and in guided walks.	History – H9	Essential Action	DP 3.2	The Events Diary includes a programme of guided walks, many of which are led by volunteers and local historians. Volunteer involvement has continued to grow, with Heath Hands celebrating a milestone of 100,000 volunteer hours in September 2016. 2017 saw the establishment of the Divisional Volunteer Improvement Group which will develop volunteering opportunities across the wider Division to complement the current provision.
Consider the provision of better historical information at points of entry to the Heath.	History – H10	Essential Action	DP 3.3 & DP 3.11	Signage and information boards at points of entry to the Heath have been renewed periodically as required and in line with the Open Spaces identity. Consistent with the general principle of minimising signage across the Heath, it is appropriate to explore new ways of providing interpretative material to visitors.
Make more of this historical information available outside the Heath, for example at libraries, schools and Tourist Information Centres.	History – H11	Essential Action	DP 3.3 & AWP	Information is accessible on the Open Spaces webpages and shared via social media. In addition, the Heath Diary is distributed to local libraries and community centres;
Consider the establishment of a visitor centre with historical and ecological displays and information about facilities and events (see Aspirational Goal E6).	History – H12	Aspirational Goal	DP 1.12 & DP 4.5	For further consideration in 2018 Plan and Asset Management Plan for Hampstead Heath.
Consider the use of unobtrusive technology for information provision at specific points (see the Kew Gardens example) (see Aspirational Goal E5).	History – H13	Aspirational Goal	DP 3.3	This links to several projects and will be considered following completion of a Communications and Engagement Strategy (Divisional Plan project 3.3). It also links to the development of a design standard for the Heath (Divisional Plan project 2.3) and is linked to the effective use of technology (Divisional Plan project 5.2).

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Consider the establishment of the post of Heritage Officer to run courses, lead walks, prepare teaching packs, etc	History – H14	Aspirational Goal	OSDLP	Open Spaces Department Learning Team incorporate heritage into their programme of activities and resources.
Consider the re-introduction of grazing to restore a part of the lost landscape of the Heath (see Aspirational Goal NL23).	History – H15	Aspirational Goal	Consider as a future DP Project	Considered in terms nature conservation objectives.
Consider undertaking an archaeological survey of the Heath as it is little explored or understood, apart from the major features covered in this chapter.	History – H16	Aspirational Goal	AWP, DP pipeline & Heritage Strategy	Museum of London Archaeology surveys were undertaken for areas impacted by the Ponds Project, including a section of Tumulus Fields. Surveys will be conducted for specific projects and proposals, as appropriate.
<b>Natural Landscape – Overriding Objective NL1: Retain and enhance the Heath’s habitats and natural resources to enable continued quiet enjoyment and appreciation of the natural world by its visitors.</b>				
Maintain a detailed vegetation survey of the Heath.	Natural Landscape – NL2	Essential Action	DP 1.2, DP 1.3, DP 1.4, DP 1.6, AWP & CMP	An overall survey was completed in 2009. The Ecology Team undertakes a range of vegetation surveys, bramble extent and invasive species in accordance with the conservation objectives set out in Compartment Management Plans. The 2018/19 Divisional Plan includes a number of projects that relate to this.
Manage the Heath’s grasslands to enhance their nature conservation and aesthetic value.	Natural Landscape – NL3	Essential Action	AWP & CMP	Annual cutting map prepared and implemented to maintain meadows. Work to create species rich meadow in existing grassland areas includes the Sparrow site (Royal Society of the Protection of Birds partnership project) and the Old Hockey Pitch. About five hectares of species-rich meadow sown through the Ponds Project.

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Manage the Heath's woodlands and scrub to enhance their nature conservation value and improve their distinctiveness.	Natural Landscape – NL4	Essential Action	DP 1.6, AWP & CMP	<p>Veteran Trees Survey completed in 2006 by Heath Hands volunteers. Activities to ensure the area of woodland is maintained include: maintenance of veteran trees to optimise their life time, treatment of invasive species. A Compartment Management Plan (CMP) for the Orchard was completed in 2011. Also surveyed and planted some rare tree species including Wild Service and Black Poplar. Coppicing of glades within the Fleet Stream compartment continues in accordance with the CMP. Also Sandy Heath Ride glade creation as set out in the CMP.</p> <p>Ongoing works include:</p> <ul style="list-style-type: none"> <li>• Surveying to assess the condition of veteran tree stock and to update Arbortrack Database</li> <li>• Development of Individual Tree Management Plans for key veteran trees</li> <li>• Haloing secondary woodland around veteran trees</li> <li>• Harvesting seed, germinating and planting wild service trees out across the Heath.</li> </ul>
Manage the Heath's ponds to enhance their nature conservation value.	Natural Landscape – NL5	Essential Action	DP 1.2, DP 1.3, AWP & CMP	<p>Nearly 30,000 new aquatic plants across 2,000 square metres have been planted as part of the Ponds Project. Five main ponds have had sediment removed as well as a number of smaller ponds to maintain their nature conservation value. In addition, three new small ponds as well as numerous ephemeral pools have been created at Bird Sanctuary pond and south of Stock Pond. A Compartment Management Plan was completed for the Seven Sisters chain in 2010. As part of the Divisional Plan (project 1.3) a Ponds and Wetlands Strategy is being drafted.</p>

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Manage the Heath's hedgerows to enhance their nature conservation value.	Natural Landscape – NL6	Essential Action	AWP & CMP	A hedgerow survey was undertaken in 2013. A programme of active management, partially funded by a City Bridge Trust grant has significantly enhanced historic hedgerows across the Heath. AWP includes active management works to be undertaken each year.
Manage the Heath's heathland and dry acid grassland to enhance their nature conservation value (see Aspirational Goal NL15).	Natural Landscape – NL7	Essential Action	AWP & CMP	Implemented a three year programme partially funded by a City Bridge Trust grant. Active management set out in AWP via cutting regimes.
Manage the Heath to protect and enhance populations of plants and animals protected by law, identified as being Priority Species in national and local Biodiversity Action Plans, or identified in subsequent management planning as being worthy of protection.	Natural Landscape – NL8	Essential Action	AWP & CMP	Ongoing surveying and monitoring of fauna. Specific species include reptiles (grass snakes), stag beetles, invertebrates and hedgehogs. Plant species monitoring is limited to Tormentil. Annual activities are set out in the AWP and CMPs.
Retain dead and dying wood wherever possible to encourage invertebrates, fungi and birds.	Natural Landscape – NL9	Essential Action	AWP & DP 1.6	The default approach is to retain dead and dying wood in situ across the Heath, both standing and on the ground. The Tree Team proactively manage dead wood to enhance the conservation and habitat value of veteran trees, including the creation and ongoing maintenance of standing dead wood (monoliths). A 2010 survey commissioned on dead standing trees to assess range of dead wood associated invertebrates informs the AWP. This links to Divisional Plan Project 1.6.

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Use interpretation to explain and make available the Heath's landscape and wildlife resources to a wide and diverse audience.	Natural Landscape – NL10	Essential Action	DP 3.3 & OSDLP	In 2012, a Heritage Lottery funded partnership project with the Royal Society of the Protection of Birds was developed to provide innovative interpretation of the Heath's environment – Wild about Hampstead Heath. The project was successful in developing 'Guerrilla Interpretation' methods using modified ice cream tricycles packed with interpretative games, messages and activities. The project successfully engaged with new communities and developed a new volunteering programme. Wild about Hampstead Heath continues to be managed and provided by Heath Hands.
Plan for climate change.	Natural Landscape – NL11	Essential Action	DP 1.2, DP 1.3, DP 1.4, DP 1.6, AWP & CMP	Climate change mitigation and adaptation is embedded into management across the Heath. A recent study by University College London for the London Borough of Camden measured carbon sequestration of the woodland areas of the Heath. The Heath was included in a 2014 iTree survey to assess the ecosystem services provided by London's Urban Forest. This essential action links to several Divisional Plan projects to optimise resilience of Heath habitats to support adaptation to the effects of climate change.
Monitor changes in the Heath's ecology (see Aspirational Goal NL16).	Natural Landscape – NL12	Essential Action	DP pipeline	The Ecology Team oversees an ongoing programme of monitoring aspects of the Heath's habitats and fauna as set out in the AWP and CMP. Currently working to involve Heath Hands volunteers in monitoring, for example hedgehog surveys. This also links to a pipeline Divisional Plan project to plan for a comprehensive survey in the future to monitor change.

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Nurture and retain the Heath's current veteran trees and identify and plant replacement trees to maintain the overall stock for future generations (see Aspirational Goal NL17).	Natural Landscape – NL13	Essential Action	DP 1.6, AWP & CMP	This is embedded in the AWP for the Tree Team. <ul style="list-style-type: none"> <li>• Future veterans selected and retained during veteran halo release work.</li> <li>• New young pollards created during veteran tree site works.</li> </ul> This work is captured as Divisional Plan 1.6 Veteran and Ancient Tree Protection.
Control certain invasive and inappropriate species (see Aspirational Goal NL22).	Natural Landscape – NL14	Essential Action	AWP & CMP	Control has been relatively effective or at least maintained the status quo for some species, such as Japanese knotweed, bramble and thistle, but less so for others, such as common hogweed.
Retain, restore and extend areas of heathland and dry acid grassland as functioning, sustainable habitats.	Natural Landscape – NL15	Aspirational Goal	AWP & CMP	0.1 hectares of land was restored from scrub and developed as acid grassland. Management plans were developed for large extents of gorse habitat resulting in a 10% increase in this habitat to date.
Prepare detailed plans to monitor changes in the Heath's ecology.	Natural Landscape – NL16	Aspirational Goal	AWP & CMP	Generally, monitoring is embedded in the Compartment Management Plans and implemented via the AWP.
Prepare detailed plans to nurture and retain the Heath's current veteran trees and identify and plant replacement trees to maintain and increase the overall stock for future generations.	Natural Landscape – NL17	Aspirational Goal	DP 1.6, AWP & CMP	This is embedded in the AWP for the Tree Team. Detailed plans have not been created to date. This action is captured as Divisional Plan 1.6 Veteran and Ancient Tree Protection.
Consider providing a substantial, undisturbed area of scrub and bramble on the Heath.	Natural Landscape – NL18	Aspirational Goal	AWP & CMP	The value of scrub and bramble habitats is now recognised, and existing habitats are being proactively managed in accordance with CMP.
Extend the West Heath sphagnum bog outwards and along the valley to the Leg of Mutton Pond.	Natural Landscape – NL19	Aspirational Goal	DP 1.3, AWP & CMP	Several new scrapes have been made as well as opening up of a new seepage point to the east of the West Heath bog. Sphagnum has been translocated and is growing in new locations.

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Establish a significant area of reedbed.	Natural Landscape – NL20	Aspirational Goal		Significant areas of wetland vegetation have been planted through the Ponds Project. A Compartment Management Plan was completed for the Bird Sanctuary reedbed area.
Identify wildlife habitats and species close to, but outside, the Heath and encourage their protection and enhancement.	Natural Landscape – NL21	Aspirational Goal	AWP	Contribute via BAPs for Camden and Barnet and other place shaping processes and partner organisations.
Eradicate or control certain invasive and inappropriate species.	Natural Landscape – NL22	Aspirational Goal	AWP & CMP	Japanese knotweed, Himalayan balsam and giant hogweed have been successfully removed from several locations. Himalayan balsam has continued to be controlled yearly with involvement of Heath Hands volunteers.
Consider the re-introduction of grazing as a management tool.	Natural Landscape – NL23	Aspirational Goal	Consider as a future DP Project	For consideration
<b>Hydrology – Overriding Objective H1: The Heath's ponds and watercourses to enhance their nature conservation value, reduce flood risk and address water quality problems.</b>				
Undertake detailed surveys and further data collection and develop an overall management strategy for the ponds on the Heath and their associated watercourses.	Hydrology – H2	Essential Action	DP 1.3, AWP & CMP	Detailed surveys completed for Ponds Project (Hampstead and Highgate chains). Work on a pond management strategy and associated plans to commence at completion of Ponds Project (post-October 2016). Divisional Plan (1.3) a Ponds and Wetlands Strategy is being drafted.
Ensure that the stability and levels of the dams which contain the water bodies conform to statutory requirements.	Hydrology – H3	Essential Action	AWP	Ponds Project was developed to ensure the dams do not overtop and engineering works were completed in October 2016. Built Environment to undertake regular monitoring which will continue every 6 months.
Map and manage manmade surface water drainage – especially relating to points where pipework is used to drain water alongside and across paths.	Hydrology – H4	Essential Action	DP 1.3, AWP & CMP	For consideration

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Manage the Heath's watercourses to slow the flow of water, creating pools and wet flushes to slow the speed at which water and sediment enter the ponds and manage the surface of the Heath to increase water absorption.	Hydrology – H5	Essential Action	DP 1.3 & AWP	A number of pools and log dams created. Hampstead Fleet stream management plan developed.
Review the fishing policy, ensuring that fishing can take place sustainably on the Heath (See Essential Action P5).	Hydrology – H6	Essential Action	DP 3.6, AWP & CMP	Divisional Plan project 3.6 addresses this essential action.
Improve water quality through a range of small-scale management projects.	Hydrology – H7	Essential Action	DP 1.3, AWP & CMP	A number of pools and log dams created. Hampstead Fleet stream CMP developed.
Ensure compliance with the European Bathing Water Directive (2006/7/EC).	Hydrology – H8	Essential Action	AWP	The ponds are classed as Inland Bathing Waters under the Directive. Water quality at designated bathing water sites in England is assessed by the Environment Agency. From May to September, weekly assessments measure current water quality, and at a number of sites daily pollution risk forecasts are issued. Annual ratings classify each site as excellent, good, sufficient or poor based on measurements taken over a period of up to four years. Based on samples taken from 2012 to 2015 the ponds at Hampstead Heath have been rated as excellent and good.

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Seek to improve water quality by reducing deposits of dog faeces (see Essential Action P4).	Hydrology – H9	Essential Action	DP 1.3, DP 2.2, DP 3.3, DP 3.6 & AWP	The Hampstead Heath Constabulary have continued to engage with dog walkers on the Heath. The City continues to make available free dog faeces collection bags and monitors levels of waste collected from dog waste bins. Camden Borough has a Dog Control Order (It is an offence for failing to remove dog fouling). A Constabulary Engagement, Education and Enforcement Plan sets out Dog Control as a priority and this is supported by provisions of the City of London Corporation Open Spaces Act (2018). Several projects in the Divisional Plan address this issue.
<b>Designed Landscape – Overriding Objective DL1: Conserve and enhance the historic and planned elements of the Heath’s designed landscapes, while improving their appearance and public facilities.</b>				
Prepare conservation management plans for Golders Hill Park and the Hill Garden.	Designed Landscape – DL2	Essential Action	DP pipeline & AWP	Consider a Divisional Plan project to develop a CMP for Golders Hill Park.
Explore the education and interpretation opportunities afforded by these unique designed landscapes.	Designed Landscape – DL3	Essential Action	DP 1.12 & OSDLP	The Education hub (the Glassroom) and the Butterfly House were developed at Golders Hill Park and support school learning activities.
Seek to include Golders Hill Park in the English Heritage Register of Parks and Gardens of special historic interest in England.	Designed Landscape – DL4	Essential Action	DP pipeline	The high standard maintained at Golders Hill Park is demonstrated by it receiving a London In Bloom Gold Award for the last three years. Further consideration is required with regard to registration with English Heritage.

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Consider the establishment of an information facility in Golders Hill Park, providing visitors with an insight into its history and management. The facility might also reflect the importance and educational potential of Golders Hill Park's ornamental gardens and horticultural displays by providing gardening advice, for example.	Designed Landscape – DL5	Aspirational Goal	DP 1.3	Embed in activities in absence of a dedicated facility.
Investigate the feasibility of holding marriage and civil partnership services at the Hill Garden and Pergola, recognising that they should not interfere unduly with others' enjoyment of the Heath.	Designed Landscape – DL6	Aspirational Goal	AWP	Wedding & Civil Ceremonies commenced at Hill Garden and Pergola following a successful trial in 2014.
<b>Built Environment - Overriding Objective B1: Provide buildings that are fit for purpose and aesthetically pleasing, enhancing examples of good architecture and seeking to reduce the impact of those that are functional, but detract from the natural qualities of the Heath.</b>				
Carry out a detailed review of existing buildings. This Buildings Review should include identification of redundant buildings that might be removed and any need for new buildings, new space provision or alternate use of existing buildings. It should identify mis-matches and make proposals to re-locate functions where necessary. The aim is that the overall footprint of buildings and their curtilages on the Heath should not increase.	Build Environment – B2	Essential Action	DP 1.12, DP 3.12 & DP 4.5	The overall footprint of buildings and their curtilages has not increased. A review of operational buildings is ongoing with under-utilised buildings considered for adaptation including, for example, the Hive at Parliament Hill Fields and the Glass Room Classroom at Golders Hill Park.

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Consider, as part of the Buildings Review, whether or not the Heath refreshment facilities are in their optimum locations.	Build Environment – B3	Essential Action	DP 1.12 DP 4.4	A follow-up from the 2016 Cafés engagement and consultation exercise will inform consideration of future catering provision on the Heath. No plans to review the locations of the existing refreshment facilities. New opportunities will be considered via the Café Working Party and the HHCC.
Consider, as part of the Buildings Review, the provision of toilet facilities and drinking fountains. Current toilet facilities need improvement.	Build Environment – B4	Essential Action	DP 1.12	Current provision of toilet facilities is largely unchanged, with community satisfaction with these facilities being monitored via the 60 second surveys. Drinking fountain at Parliament Hill was successfully relocated and the drinking fountain at East Heath car park was replaced with an improved design for both humans and dogs.
Review the procurement of new buildings or adaptation of existing buildings. New buildings and existing buildings should be considered in context and should strive for high quality architecture which is sustainable, relates to the locality, has stylistic integrity and meets current and future functional needs.	Build Environment – B5	Essential Action	DP 1.12	A review of operational buildings is ongoing with the potential adaptation of under-utilised buildings a key focus. Divisional Plan project 1.12.
Maintain all listed buildings and structures, allowing them to be visible and, where appropriate, interpreted and physically accessible.	Build Environment – B6	Essential Action	DP 1.12, AWP & Consider as a future DP Project	The Pergola is being restored in stages with work to stage 2 of the Pergola completed in spring 2018. This links to a pipeline project in the Divisional Plan to develop a Heritage Strategy.
Develop a planned built environment conservation and maintenance programme.	Build Environment – B7	Essential Action	DP 1.12	The City Surveyors Department manage a rolling 20-year Cyclical Works Programme to maintain the built assets on the Heath. An Asset Management Plan is in development and will guide the Cyclical Works Programme.

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Develop a Design Guide appropriate for the Heath's 'countryside' character. This would be especially aimed at infrastructure other than buildings, but including site furniture, fencing, signage, available technology and path surfaces.	Build Environment – B8	Essential Action	DP 2.3 & AWP	For further consideration. A strategic design standard may be developed to provide guidance to ensure infrastructure and facilities are appropriate for the Heath's countryside character. Guidance for memorial benches was established in 2011 and a Policy for Bench Sponsorship and Dedications was approved in February 2018 and is being implemented via the AWP. An Open Spaces Corporate Identity was developed in 2015 and a refresh of signage across the Heath commenced in 2016 and is ongoing.
Encourage local planning authorities to introduce a more rigorous process to review proposed developments around the Heath, including potential threats to its views and immediately adjacent boundary.	Build Environment – B9	Essential Action	AWP	The CoL has commented proactively on proposed developments around the Heath. Contributed to the 2017 Local Plan for Camden which recognises the significance of Hampstead Heath in planning overlays.
Lido - Bring underused parts of the building into use; Restore the historic fabric and emphasise the architectural quality of the building; Consider the future of the existing café; Seek Heritage Lottery Fund grant support to execute the works; Review parking arrangements and adjust as necessary (there is currently visual intrusion to the main façade); Consider (longer term) warming the water in winter by undertaking a feasibility study to see if it is required or cost-effective.	Build Environment – B10	Aspirational Goal	DP 1.12, DP 4.5 & AWP	No application has been made to the Heritage Lottery Fund; however, works to the Lido have been undertaken periodically, including rebuilding of the south wall, roof improvements (new light wells) to the west side and a new 'Lido' sign. The café was refurbished in 2007 and a new licenced operator began trading in June 2017 providing a service throughout the 2017/18 winter season. Photo Voltaic panels were installed in February 2018 and are redirecting electricity to offset the high costs of running a year round swimming facility. This will be considered in development of the Asset Management Plan and Master Plan for the Lido (Divisional Plan projects 1.12 & 4.5).
Athletics Track Pavilion and Sports Changing Rooms - Review all the buildings at the Athletics Track and the	Build Environment – B11	Aspirational Goal	DP 1.12 & AWP	Since 2007 the sports changing rooms have been refurbished and the Pavilion has been restored.

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sports changing rooms; Restore the Pavilion to emphasise its architectural quality; Redesign the other buildings to provide required facilities without detracting from the core historic building.				
Rationalise and reorganise the Heath Maintenance Yards to ensure they are fit for purpose and environmentally sustainable.	Build Environment – B12	Aspirational Goal	DP 1.12 & AWP	The central stores were relocated from Parliament Hill to Kenwood to reduce vehicular traffic. Improved drainage and resurfacing of Kenwood Yard was completed in 2017.
Relocate the Heath Management Team base to a site on or adjacent to the Heath.	Build Environment – B13	Aspirational Goal	DP 1.12, DP 4.5 & AWP	This is addressed in the Asset Management Plan (Divisional Plan Project 1.12).
Parliament Hill Fields - Improve the natural appearance of this area and enhance it as the major gateway to the Heath. This will include the entrances from Highgate Road, Gordon House Road, Savernake Road and Nassington Road.	Build Environment – B14	Aspirational Goal	DP 2.3 & AWP	Improvements to all gateways have now been completed with Swain's Lane entrance landscape improvements undertaken in 2016. Overall the gateways to the Heath have a more rustic feel.
Hill Garden, Pergola and Pitt Arch - Restore and refurbish the Hill Garden and Pergola, the Hill Garden Shelter and the Pitt Arch.	Build Environment – B15	Aspirational Goal	DP 1.12 & AWP	Restoration of the Pitt Arch is complete. The Pergola and Hill Garden continues to be restored with replacement of pergola timbers ongoing as per the City Surveyors Department's Cyclical Work Programme.
East Heath - Review and, as necessary, enhance the entrance to East Heath (Lower Fairground and South End Green) and its facilities. There is a perception that this busy entrance to the Heath is unattractive and does not provide the appropriate welcome to visitors.	Build Environment – B16	Aspirational Goal	DP 1.12, DP 2.1, DP 2.3 & AWP	Improvements drainage and surfacing of the car park is ongoing. Improvements to the gateway ensure it is consistent with creating a rural feel. The Fairground is hydro seeded every two years to maintain vegetation cover.

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<b>Informal Public Use - Overriding Objective P1: Recognise that the Heath's main users are those who come for informal activity and manage informal recreational activities to ensure that as far as is reasonably practical they do not adversely affect others' enjoyment of or the natural aspect of the Heath.</b>				
Carry out surveys to establish who uses the Heath and obtain accurate information about numbers of visitors.	Informal Public Use – P2	Essential Action		Monitoring of customer satisfaction is undertaken via Snap Shot surveys. The numbers of visitors is estimated using data from of people counters at various entrances across the Heath. Feedback for the 2017 survey has been received and a “You said, we did” is being added to the website to provide an update. The feedback informs development of priorities for the Divisional Plan and AWP.
Review the Heath's litter collection and waste management practices, including encouraging visitors to take their rubbish away.	Informal Public Use – P3	Essential Action	DP 2.2, DP 3.3, DP 3.6 & AWP	A Trilo machine is used to suck waste from bins as a method of collection is used across the Heath. Work continues with the London Borough of Camden to maintain recycling bins at major entrances including Gordon House Road. Messaging encouraging visitors to take rubbish home with is included in the Events Diary and other publications. A review of waste management and development of a waste strategy is identified as a priority project in the Divisional Plan.
Review dog walking, developing a Dog Code to address the conflicts that can arise through lack of control and negligence in collecting dog faeces.	Informal Public Use – P4	Essential Action	DP 2.2, DP 3.3, DP 3.6 & AWP	A Code of Conduct leaflet has been produced and is widely available to encourage responsible dog control on Hampstead Heath. The City of London Corporation Open Spaces Act (2018) makes provision for the licencing and regulation of commercial activities, including dog walking services. This links to Divisional Plan project 3.6 to develop guidelines for visitor services.

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Review the fishing policy, ensuring that fishing can take place sustainably on the Heath, providing anglers with a quality recreational experience while not conflicting with the Heath's natural aspect and others' enjoyment of it. Issues to be considered include stock management, water quality, multiple use of ponds by anglers, swimmers and wildfowl.	Informal Public Use – P5	Essential Action	DP 3.3, DP 3.6 & AWP	For further consideration. Divisional Plan project 3.6 will support this action.
Commission a further review of cycling on the Heath and its immediate environs, recognising the strength of feeling both for and against cycling and making links to the Traffic Management Review (see Aspirational Goal A10). Provide cycle racks at suitable locations.	Informal Public Use – P6	Essential Action	DP 3.3, DP 3.6 & AWP	Cycling Review Report was completed 2010/11 and key actions have been implemented, including installation of cycle racks at Parliament Hill Fields, and Golders Hill Park. The current provision of shared use pathways will be reviewed as part of the mid-term review of the Hampstead Heath Plan (2018). A project to improve the surfacing and waymarking of the existing network of shared use pathways commenced in 2017.
Balance the interests of recreation and ecological value/landscape character, including the protection of sensitive habitats, through careful management techniques including dead hedging and judicious planting. This will assist the Heath's ability to absorb the enormous number of visitors that it attracts.	Informal Public Use – P7	Essential Action	DP 3.6, AWP & CMP	This work is ongoing and captured in the AWP. Finding a balance between nature conservation and visitor recreation was an aspiration expressed in the Heath Vision and will be a key aim in the 2018 Management Plan.

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Manage events, filming and fairs to ensure that there is no long-term damage to the landscape fabric of the Heath and minimise disruption to local communities.	Informal Public Use – P8	Essential Action	DP 3.5, DP 3.14 & AWP	A successful programme of events has been delivered annually and continues to develop. The City of London Corporation Open Spaces Act (2018) requires that events are managed in accordance with an Events Policy. A final draft of the Hampstead Heath site specific Events Policy will be presented to the HHCC for final feedback in July 2018, before being presented to the Hampstead Heath, Highgate Wood & Queen's Park Committee in September 2018.
Work with members of the community, the Sexual Activity Working Group, the Metropolitan Police Service and others to reduce conflict between Heath users.	Informal Public Use – P9	Essential Action	DP 3.3, DP 3.6 & AWP	Outreach work on the west Heath is carried out by the Terrence Higgins Trust. The City continues to work with the Terrence Higgins Trust, Metropolitan Police and Camden LGBT and hold regular Stakeholder meetings.
Enhance the Golders Hill Park Zoo and Deer Enclosure through the production and implementation of a management plan to meet the requirements of the zoo licence and develop its infrastructure, collection and interpretation	Informal Public Use – P10	Aspirational Goal	DP 3.7 & AWP	A Service Based Review commenced in 2014 to review the Golders Hill Zoo and consider options for its future management. Principles for the collection and future development of the zoo were approved in 2017 and will guide the changes over the next ten years. Links to Divisional Plan project 3.7.
<b>Sports - Overriding Objective S1: Work collaboratively in maintaining and developing the existing sports facilities and activities in response to changing demands ensuring appropriate provision for all sections of the community.</b>				
Promote and provide for managed sports activities in three identified Sports Areas: • Parliament Hill area (Sports Area A) • The Heath Extension (Sports Area B) • North end of Golders Hill Park (Sports Area C).	Sports – S2	Essential Action	DP 4.1 & AWP	The Heath continues to provide for managed sports activities and to work with partners to provide winter field sports, athletics, sports coaching sessions, club coaching sessions. Links to Divisional Plan project 4.1.

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Establish a Sports Advisory Forum to advise the Superintendent on sporting matters.	Sports – S3	Essential Action	DP 4.1 & AWP	The Hampstead Heath Sports Advisory Forum was established in 2008 and is chaired by an external representative who is also a Member of the HHCC. The Sports Forum meets 4 times a year and minutes are shared with the HHCC.
Promote and provide for managed swimming facilities at the Swimming Ponds and the Lido.	Sports – S4	Essential Action	DP 4.1 & AWP	Managed swimming facilities at the Swimming Ponds continue to be provided, with the Kenwood Ladies' Pond and the Men's Pond accessible 365 days a year.
Allow alteration of existing sports facilities or the creation of new sports facilities within the identified Sports Areas subject only to the following considerations: There is no threat to public safety; It is consistent with good turf management practice; There would be no significant increase in noise or light pollution affecting neighbouring residents.	Sports – S5	Essential Action	DP 4.1 & AWP	Projects include: decommissioning of Football Changing Rooms and conversion to volunteering hub (the Hive), improved drainage on playing fields at Heath Extension, removal of cricket slabs, installation of T3 table tennis table. Any additional sporting requirements are subject to the principles set out in the 2007 Plan. Recent examples where these principles have been applied include the third rugby pitch and new cross-country route planned on the Extension. This links to the Asset Management Plan and AWP.
Allow sports to take place outside the identified Sports Areas only if all the following eight criteria (as set out on Page 66) are fulfilled.	Sports – S6	Essential Action	DP 4.1 & AW	Any additional sporting requirements are subject to the principles set out in the 2007 Plan.
Develop the role of sporting facilities in providing opportunities to promote good health, community cohesion, social inclusion, quality of life and lifelong learning.	Sports – S7	Essential Action	DP 4.1 & AWP	An Open Spaces Sports and Physical Activity Framework was completed in 2017. This Framework encourages participation in formal and informal recreational activities to promote healthy and active lifestyles. Directly links to Divisional Plan project 4.1.

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Encourage and support connections with surrounding schools and the provision of proper sports instruction.	Sports – S8	Essential Action	DP 4.1 & AWP	Bookings for sports programmes have continued to flourish. Local schools use our facilities on a regular basis and have regular contact with our schools booking administrator. Partnership working continues with our support for Proactive Camden.
Set up systems to monitor patterns of use, so as to better identify opportunities for increased or improved use.	Sports – S9	Essential Action	DP 4.1 & AWP	In 2016 an on-line booking system (ClubSpark) for tennis courts was introduced. The on-line system has improved the booking experience for customers and provides important data on court usage.
Explore the establishment of a club to encompass a range of Heath sports – an Umbrella Sports Club.	Sports – S10	Essential Action	DP 4.1 & AWP	This remains an aspiration that will continue to be discussed with the Sports Advisory Forum. In 2017 the Athletics Track Advisory Forum was established.
Work in partnership with other agencies to develop opportunities to realise the sporting and wider cultural opportunities of the 2012 Olympics. For example, local sports events could be held during the Olympics to take advantage of heightened interest.	Sports – S11	Essential Action		A successful programme of activities was delivered during 2012 in partnership with Highgate Harriers, Hampstead Rugby Football Club and the London Orienteering Club. In addition, "Give it a Go" is a direct legacy of the 2012 Olympics which allows visitors to participate in activities on the Heath and encourages further participation. Give it a Go festival continues to develop and promote healthy lifestyles and improved wellbeing, attracting large numbers of participants.

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<b>Access - Overriding Objective A1: Recognise the need to be as inclusive as possible, increasing the Heath's availability to a diversity of users.</b>				
Prepare an Access Plan to ensure that as far as is practicably possible all members of the public shall have access to all parts of the Heath unless there is good reason to prevent such access, for example, to prevent disturbance to ecologically sensitive areas and prevent access to operational buildings.	Access – A2	Essential Action	DP 2.3, DP 3.3 & AWP	Access plans are considered at a specific project or proposal level, for example, Wild About Hampstead Heath and the Kenwood Ladies' Bathing Pond facility. The Heath Mobility Scheme provides a mobile electric buggy available for members of the public to book in advanced. Inclusiveness is a key focus in the Heath Vision, where people expressed an aspiration for the Heath to be inclusive and welcoming. This is addressed in Divisional Plan project 2.3.
Address the barriers to access and comply with the Disability Discrimination Act 1995 (as amended).	Access – A3	Essential Action	AWP	Access audits are undertaken regularly to comply with the current legislation. A recent example is the rebuild the Kenwood Ladies' Bathing Pond facility.
Undertake a disability and access audit for the wider Heath and prepare, and update as required, an access map for the Heath.	Access – A4	Essential Action	DP 2.3 & AWP	For further consideration following development of an Access Plan for the Heath (Divisional Plan project 2.3).
Consider the preparation of an Audience Development Plan.	Access – A5	Essential Action	DP 3.3 & AWP	Stakeholder plans are developed on a project basis, for example, for the development of the Parliament Hill Triangle Heritage Lottery Fund grant application, Wild About Hampstead Heath project and the Ponds Project. For further consideration following development of an Engagement Strategy for the Heath (Divisional Plan project 3.3).

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Recognise the Heath's latent potential to provide: A broader spectrum of users from all backgrounds; Access to managed facilities that are not fully used at present; Recognition of the Heath's history; Access to the natural environment; Improvements to health and well-being; Education for sustainable development.	Access – A6	Essential Action	DP 3.3 & AWP	These factors are integrated into current management and broadly applied to the development of projects and proposals. In addition, the OSDLP exemplifies the potential of the Heath through its programme of activities.
Work with service providers such as Transport for London and local authorities to improve directional signage outside the Heath and highlight the best routes from existing public transport links, since it is highly desirable that visitors to the Heath come by public transport.	Access – A7	Essential Action	DP 2.3 & AWP	Worked with Transport for London, the London Borough of Camden and the Olympic Delivery Team to improve and enhance the road network adjacent to Whitestone pond.
Develop a strategy, in conjunction with Heath Hands, to provide more inclusive volunteering opportunities and to ensure that the value of volunteering, both for the Heath and for individuals, is fully recognised.	Access – A8	Essential Action	DP 3.3 & AWP	The volunteering programme lead by Heath Hands has developed to grow the Heath's volunteering offer. In September 2016 Heath Hands celebrated 100,000 volunteer hours on the Heath. This is addressed in Divisional Plan project 3.2
Consider the possibility of linking the Heath Constabulary and Heath users with the community Safer Neighbourhood model established by the Metropolitan Police Service.	Access – A9	Essential Action	AWP	The Constabulary continues to work in partnership with Metropolitan Police, Safer Neighbourhood Teams and Local Policing Teams in boroughs adjacent to Hampstead Heath.

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Undertake a Traffic Management Review to consider, in partnership with others, initiatives to reduce the impact of both moving traffic and the infrastructure that attends the public highway, since part of most visitors' arrival at the Heath involves crossing or walking alongside busy main roads.	Access – A10	Aspirational Goal	DP 2.3 & AWP	PACOS Report was completed in December 2007 and recommendations implemented.
<b>Education - Overriding Objective E1: Develop the Heath's potential for education and interpretation.</b>				
Improve information on maps at site entrances. The website and published leaflets should carry accessibility information. Consider specific publications for those with mobility or other access problems.	Education – E1	Essential Action	DP 3.3, DP 3.11 & AWP	Signage and information boards at points of entry to the Heath have been renewed periodically as required and in line with the Open Spaces Identity. Further consideration is required to ensure information about accessibility is accessible. This is addressed in Divisional Plan projects 3.3 & 3.11).
Increase outreach work to schools and other community groups.	Education – E2	Essential Action	DP 3.3, AWP & OSDLP	Since 2007, over 51,642 students have attended national curriculum focused sessions in science, geography, art, history and citizenship across Hampstead Heath and Golders Hill Park Zoo. Open Spaces Department Learning Team has worked with a wide variety of community groups and partners on a range of successful and high-profile projects aiming to connect our communities to Hampstead Heath including the Wild About Hampstead Heath project partnering with the Royal Society for the Protection of Birds and the Ponds Education Project partnering with Museum of London and the Royal Geographical Society. The Open Spaces Department Learning Team programme continues to develop its reach and its offer, with Play Wild and Green Talent receiving awards.

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<p>Develop an Interpretation Plan to consider what needs to be interpreted, to whom, where and how: Advertise general knowledge about the Heath and its facilities such as booking, charges and opening hours, how to get there, provision for disabled people etc; Research the most effective media for communicating with the public, off and on the Heath. These may include the website and the use of technology, schools, libraries and tourist information, leaflets, welcome boards at entrances, newspapers, visitor centre and cafés etc; Increase interpretation of subjects including history, natural environment, topography, geology, hydrology, flora and fauna, buildings, sporting facilities, why management and intervention are necessary etc; Establish a more proactive press relations programme to ensure that the public hears about the many positive stories that emanate from the Heath.</p>	Education – E3	Essential Action	DP 3.3 & AWP	For further consideration following development of a Communications and Engagement Strategy (Divisional Plan Project 3.3).

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Information Technology - Undertake a feasibility study, linked with the Interpretation Plan, to develop systems of information delivery using technology; This system will utilise technology to provide information from a number of sources including websites, publications, the Hampstead Heath Diary, timetables and audio tours, together with a direct line to the Heath Constabulary.	Education – E4	Essential Action	DP 3.3	For further consideration following development of a Communications and Engagement Strategy (Divisional Plan Project 3.3).
Visitor centre - Undertake a feasibility study to identify the need for a dedicated visitor centre, what it should contain and where it should be located. This should tie in with the Buildings Review. (see Essential Action B2 and Aspirational Goal H12).	Education – E5	Aspirational Goal	DP 1.12, DP4.5 & AWP	For further consideration. A review of operational buildings is ongoing with under-utilised buildings considered for adaptation and will inform a feasibility study for a range of functions including a visitor centre on the Heath. This is addressed in Divisional Plan Project 1.12.
Develop Hampstead Heath publications: Linked to education and interpretation of the Heath, appropriate publications should be made available on site and in local libraries, bookshops etc; This should include general information leaflets, education packs, postcards and books.	Education – E6	Aspirational Goal	DP 3.3, AWP & OSDLP	For consideration.

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# Hampstead Heath Management Plan 2018 - 2028

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## Foreword

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Managing the Heath is all about finding a balance. Balancing the impacts of visitors with conservation of the Heath's many values. As well as finding a balance between the varied, and sometimes contradictory, needs of different user groups, activities and experiences. This is not about changing everything we do. It is about building on the good work of the past ten years and about working together to achieve our goals.

This ten-year strategic management plan guides us in this important work.

The Heath Vision sets a clear course for this plan and for working with the community to realise our shared aspirations.

This plan provides a strategic framework for the Heath and takes an outcomes-based approach to clearly describe the future state we aspire to achieve. Identifying measures for success will ensure we monitor progress and stay on track to realise our long-term goals.

It has been a collaboration and thanks to the commitment and passion of the many people who shared their ideas, aspirations and love for the Heath, this plan will guide the Heath and its community safely into the future.

This plan is built on the foundation of the *Hampstead Heath Management Plan Part 1 – Towards a plan for the Heath 2007-2017* and supporting discussion papers and policy documents.

Rather than replace the 2007 management plan, it is intended to extend and complement the comprehensive narrative, objectives, actions and aspirational goals that are expressed in the 2007 Plan. The purpose of this plan is to capture these as outcomes that are measurable. And of course, and to reflect the aspirations of the Heath Vision in a new Management Framework to support effective prioritisation, implementation and learning.

*Chairman of HHHWQP Committee*

# Hampstead Heath

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*Info about the Heath and its impact*

*Infographics as per the [Corporate Plan](#) pages 4-5 (in preparation for next draft)*

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# Heath Vision

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The City of London Corporation (City Corporation) is the governing body of Hampstead Heath. We welcome our role as custodian of the Heath for current and future generations.

The Heath Vision sets out shared community aspirations for the Heath 50 years into the future, expressed in four broad themes:

- We protect and conserve the Heath
- The Heath enriches our lives
- The Heath is inclusive and welcoming
- Together we care for the Heath.

Everything we do contributes towards the achievement of the Heath Vision in the long term. The outcomes in this plan set out the focus for our efforts over the next ten years.

## **We protect and conserve the Heath**

Our lives are enriched by this treasured and ancient landscape, a stretch of rolling countryside and wide vistas in this crowded city.

The Heath's varied landscape has been shaped by human hands over centuries and is carefully managed to conserve its unique mix of wild and natural spaces, rich mosaic of habitats, heritage gardens, sporting, play and visitor facilities.

Its magical ponds, trees and heathland that support diverse plants and wildlife thrive, flourish and remain resilient to changes over time.

The fringes of the Heath are protected from encroaching urbanisation with expanding green corridors linking to a wider network of green spaces to enhance biodiversity and improve the air we breathe.

The Heath is valued as a relaxing respite from urban life, a peaceful and tranquil refuge for reflection and recharging, where we can connect to nature and feel refreshed.

## **The Heath enriches our lives**

The Heath contributes immensely to our mental, emotional and physical health and wellbeing, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.

Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.

Experiencing the Heath's rich natural, built and cultural heritage deepens our understanding of our connection with nature, place and the past.

The Heath remains constant through time, witnessing generations upon generations growing up and growing old, a place of cherished memories, rites of passage, the source of stories, the family friend.

## **The Heath is inclusive and welcoming**

The Heath is an inclusive, open access space that brings people together and fosters social cohesion. It is a safe space with freedom for all to play, socialise, relax and keep active with minimal restrictions.

Diverse communities are reflected in our visitors, staff and volunteers. Engagement is ongoing and perspectives, both old and new, are welcomed, shared and respected.

A diversity of activities and interest groups is welcomed. A balance for all is achieved through a culture of mutual respect, compromise and individual responsibility.

## **Together we care for the Heath**

We are all custodians of the Heath and we strive to 'tread lightly', mindful of the potential impact of our activities.

We learn from each other and collaborate to find a balance, ensuring the needs of the Heath community are valued and reflected.

We entrust a skilled and committed City team to lead a collaborative partnership with dedicated and valued volunteers, working with an empowered and representative Heath community.

United in our passion and love for Hampstead Heath we work together to realise our shared aspirations.

## What we aim to achieve in ten years

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The Heath Vision expresses the community aspiration that the Heath will continue to be conserved in a way that enhances our lives, long into the future.

We are dedicated to supporting a flourishing green space and historic landscape which improves the quality of life for Heath visitors. We will achieve this by ensuring the Heath is inclusive and welcoming and by fostering a culture of collective care for the Heath, working together to achieve the Heath Vision.

Drawing on the Heath Vision, the benefits that arise from the Heath can be expressed as four key outcomes that will shape its management over the next ten years.

The City Corporation will plan our work to ensure it contributes to:

- Improved quality of life for Heath visitors
- Increased social inclusion
- More effective collective care for the Heath
- A flourishing green space and historic landscape.

**Quality of life** for people who visit the Heath is increased through improvements to physical health, mental wellbeing and reduced social isolation and these outcomes are mutually supportive. All aspects of wellbeing are achieved by maintaining a variety of experiences and activities, which appeal to a range of people and families, while the sense of space, “wildness” and heritage of the Heath encourages adventure, relaxation and interaction with other Heath visitors. The benefits of maintaining a variety of opportunities for physical activity need to be balanced with impacts on the ecology and heritage of the Heath. Subsequently, monitoring the level, type and impact of these activities is important.

Reducing social isolation is a key element of improving quality of life. It is also an important contributor to the second key outcome for achieving the Heath Vision—that the likelihood of **social inclusion** is increased by the Heath. Social inclusion depends, most importantly, on increasing the diversity of Heath visitors, but also on people interacting with each other. This is likely to flow from people feeling confident about visiting and participating in activities on the Heath, combined with a sense that the Heath is open and welcoming. Achieving a diversity of Heath visitors depends in part on ensuring activities appeal to a broad range of people. The Heath also needs to be physically and financially accessible for a range of visitors, and people need to feel safe and welcome on the Heath. Again, monitoring use and visitors’ needs is important to ensure this is achieved. In addition, a diverse range of people

need to know about the Heath and what's on offer. Communication, education and outreach, particularly working with a range of partners, schools and local organisations, will mean more people have the knowledge and confidence to visit the Heath and enjoy its unique mix of wild and natural spaces, heritage and sports facilities.

Increasing the diversity of Heath visitors needs to go hand in hand with visitors feeling both personal and collective responsibility, a sense of 'everyone's Heath'. The experiences already outlined, which help new and diverse visitors feel confident about visiting the Heath, will be enhanced by experienced visitors seeing themselves as Heath 'ambassadors' to create a welcoming atmosphere. Alongside this, ensuring clear communication and improved understanding of management of the Heath will help all visitors feel included and responsible for the Heath.

Complementing experiences that make the Heath feel welcoming and open with educational activities and resources that engage people about what makes the Heath a special place, the Heath environment and behaviours that protect it, will encourage visitors to adopt pro-environmental behaviours. Combined, this will not only increase the likelihood of social interaction and inclusion among visitors, but will help ensure that a greater number and diversity of people feel a sense of collective responsibility. This will support the achievement of the third key outcome— more **effective collective care** of the Heath.

Effective ecological management by staff, working with volunteers and partners will ensure habitats are biodiverse and their conservation value is sustained and enhanced. Looking beyond the Heath to enhance habitat connectivity and monitoring and proactively managing threatening processes will build resilience to change. Co-operation among the local community and partner organisations to protect fringes from encroaching urbanisation along with monitoring the level and impact of user activity, will mean that the Heath's mosaic of natural habitats and heritage is protected. With more diverse visitors treating the Heath with greater respect and sharing collective responsibility for care of the Heath, the final key outcome— maintaining **a flourishing natural space**—can be achieved.

Outcomes all depend on a range of enabling factors being in place including engagement of staff, volunteers and visitors of the Heath, as well as sufficient resources to deliver activities and projects.

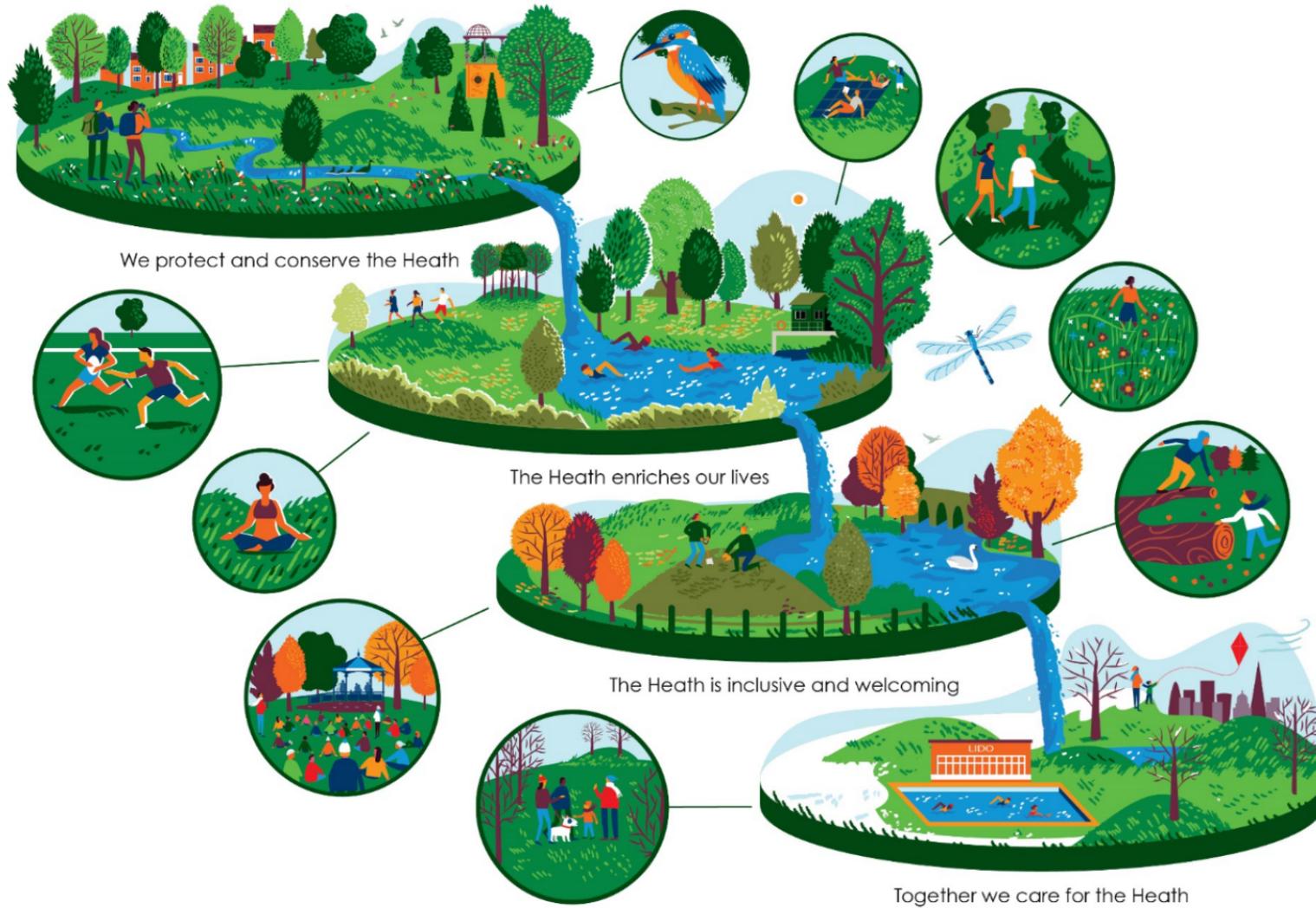
**This plan sets out 10 key outcomes that we will aim to achieve during the coming ten years and beyond.**

## **Heath Vision** (centre spread A3)

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*Keep blank (centre spread for A3 landscape image)*

DRAFT



# Our commitments

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**Aim: Improved quality of life for visitors**

Outcome	Commitment
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## Improved physical health

Increased participation in outdoors recreation activities and sports on the Heath.

Work with partners to maintain a range of experiences and activities that offer broad appeal and are accessible to diverse users.

Embed and promote physical activity and active lifestyles in the design of facilities, management activities and service delivery.

## Improved mental health & emotional wellbeing

Increased connection to nature & seasonality, heritage and place.

Optimise the range of experiences for informal and passive recreation, as well as more active pursuits.

Sustain access for diverse users to peaceful and tranquil experiences on the Heath.

Reduced social isolation through shared experiences and activities.

Maintain inclusive access for informal socialising and connecting to others, as well as organised activities, volunteering and formal events.

Reducing social isolation is addressed in the design of facilities, engagement, volunteering and management activities and service delivery.

## Aim: The Heath contributes to increased social inclusion

Outcome	Commitment
<b>Increased social interaction amongst Heath visitors</b>	
People know about the Heath & what's on offer and how to take part.	Develop information, communication and engagement activities to optimise accessibility for people of all ages, abilities and backgrounds.
Increased interaction between Heath user groups and visitors.	Collaborate with partners to build opportunities for social interaction and connecting to others into design of services and activities.
<b>Increased diversity of Heath visitors</b>	
Greater range of people feel confident about visiting the Heath.	Collaborate with partners to ensure visitor information addresses perceived barriers to visiting the Heath. Ensure visitor facilities and the range of Heath experiences are accessible and relevant to more diverse users and people of all abilities.
The Heath is financially accessible.	Monitor visitor needs and design services and activities to be financially inclusive.
People feel welcomed and safe.	Staff, volunteers and people who value the Heath see themselves as ambassadors and are visible, ready to assist and share.

## Aim: More effective collective care of the Heath

Outcome	Commitment
<b>Increased sense of collective ownership and personal responsibility</b>	
Inclusive decision-making.	Embed transparency and effective engagement into the Management Framework and consultative processes to optimise participation by a diverse range of users.
Shared responsibility.	Share the complexity of finding a balance and seek to collaborate to develop solutions to issues affecting the Heath.
<b>Visitor behaviour is pro-environmental</b>	
Improved understanding of management activities and decisions.	Effective communication & engagement that ensures information is readily accessible and responsive and enables learning and understanding.
Improved users' knowledge of the Heath's environment and how to conserve it.	Build awareness and education about caring for the Heath into all communications and activities. Foster a 'tread-lightly' ethos and partner with user groups and local organisations to develop a culture of shared custodianship.
<b>People treat the Heath and other visitors with greater respect</b>	
Greater range of people feel a sense of 'everyone's Heath' – (individuals and groups)	Model and share the aspirations of the Heath Vision for a 'Heath community' that is respectful, tolerant and responsible, to diverse visitors, interest groups and partners.

## Aim: A flourishing green space and historic landscape

### Outcome

### Commitment

#### **A balance between visitor activities and conservation of natural, built and heritage values is maintained**

Sensitive areas and values are protected.

Establish a system of management zones across the Heath that sets out areas of high conservation value and clear conservation objectives.

Levels of organised activity are controlled.

Develop and implement policies to guide effective management of organised activities.

Visitor impacts are mitigated.

Proactively engage with visitors and interest groups to foster a culture of collective care for the Heath.  
Embed continuous improvement into design and delivery of visitor services.

#### **A mosaic of natural habitats is maintained and flourishes**

The extent of each broad habitat type is maintained at current levels.

Proactive intervention and management of natural habitats to maintain the distribution and proportion of the range of habitat types across the Heath.

Nature conservation and biodiversity value are enhanced.

Proactive management of habitats to enhance biodiversity, connectivity and capacity to support diverse plants and wildlife.

Habitats are thriving and resilient to change

Proactive monitoring and management to mitigate threatening processes including invasive species, pests and disease, impacts of climate change.

#### **Heritage aspects and landscape character are maintained**

Sensitive areas and historic assets are protected and conserved

Protect areas of high conservation value and develop clear conservation objectives for historic features.

Landscape character is maintained

Views and vistas of historic and cultural value are maintained.

## Working together

To achieve our aims, we must be open to trying new things and learning as we go; to working together as custodians of the Heath in order to pass it on to the next generation in as good, or better condition.

We must put people at the heart of the Heath – staff, Members, volunteers, interest groups, community organisations, visitors, neighbours, local communities, local schools, businesses and service providers – and to unlock the full potential of the Heath community to achieve the aspirations of the Heath Vision.

*This section is in preparation and will be further developed in subsequent drafts.*

Outcome	Commitment
Future-ready	Build resilience to natural and man-made threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.
Effective partnerships & collaboration.	Provide environmental stewardship and advocacy, in use of resources, emissions, conservation, greening, biodiversity and access to nature.
Environmental, financial & social sustainability.	Provide a clean environment and drive down the negative effects of our own activities.

## How this plan will be used

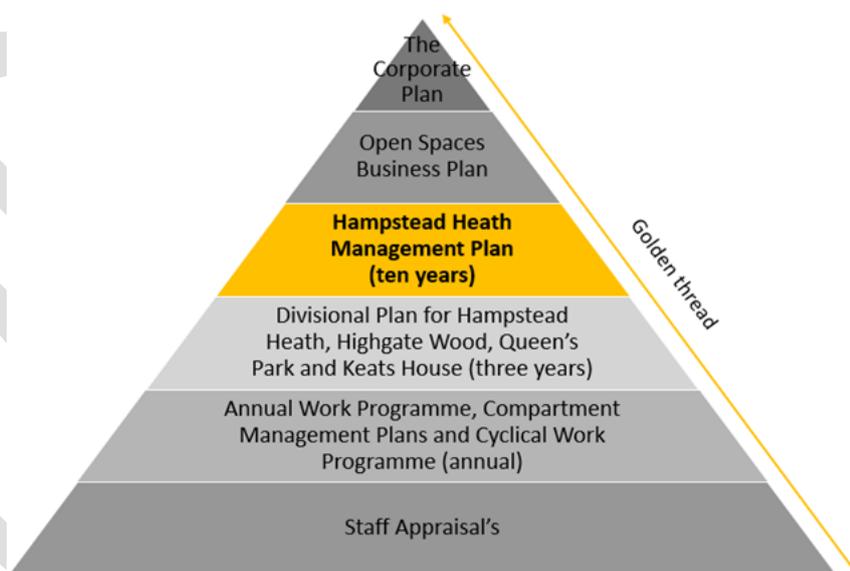
This plan is designed to be used as a strategic framework to guide our thinking and decision-making and help ensure that everything we do takes us closer to achieving our vision.

It sets out our vision, the aims and outcomes that drive us, and the high-level actions we'll take to focus our efforts to optimise the difference we make. The high-level actions will guide the setting of priorities for the allocation of resources to the right activities and projects at the operational level.

Over the plan's ten-year term, there is likely to be much change, and so we will seek to learn what works, what our best contribution can be, who we can collaborate with and how we should adapt.

Whilst the overarching strategic direction may not change, embedding this plan at the top of the Management Framework will enable implementation to vary in response to the changing context. The detailed information about how each part of this plan will be implemented, including priority projects, work streams, policies and guidelines, is contained in the Divisional Plan and associated work programmes.

The 'golden thread' directly links the outcomes in this plan to corporate strategies, business plans, annual and cyclical programmes and staff appraisal forms.



# Learning and improving

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## Implementation

The Management Framework enables a seamless transition from the 2007 Plan to the adoption of this plan, with priority projects identified in the Divisional Plan (commencing in 2018) and cyclical activities implemented via the Annual Work Programme.

An annual review and update of the Divisional Plan will be undertaken, and an annual report prepared. Resources will be allocated to priority projects on a three-year rolling basis, informed by the outcomes and commitments in this plan and aligned with the corporate business planning cycle.

A mid-term review of the outcomes and high-level actions in this plan will be undertaken in 2024.

A full review of this plan will occur in 2028.

## Monitoring

Monitoring and tracking progress towards achieving the outcomes will help us to understand the impact of our work and to share and celebrate success.

The measurement table (Appendix XX – *in preparation for inclusion in subsequent draft*) lists information that is currently measured and that can be used to establish a baseline for monitoring future changes or trends.

## Learning and improving

Monitoring the changes or benefits that result from our activities provides insight and understanding of how what we did was effective and where we can develop our work in order to make the biggest difference.

Evaluating effectiveness enables us to check our course and to make corrections in a timely manner and to capture learning and build in improvements as we go.

## List of appendices

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1. Outcomes Map

*Appendices to be included in subsequent draft*

2. Measurement Framework – understanding impact
3. Map of the Heath
4. Developing this Plan – including a summary of stages and consultation
5. Governance framework including a summary of legislative framework
6. Management Framework - overview

## Links

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Divisional Plan and Annual Work Programmes

Corporate Plan

Open Spaces Department Business Plan

2007 Hampstead Heath Management Plan

## Resources

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Community Consultation for the Heath Vision Report

Outcomes framework and measurement table Report

Legislative framework and governance

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