

Introduction

What is an outcomes map (or ‘theory of change’)?

An outcomes map is a model of how benefits (‘impact’) are achieved in a specific context. It explains how activities are logically linked to the final goal of an organisation, demonstrating how day-to-day tasks are intended to further its mission.

The outcomes map for Hampstead Heath sets out the steps to achieving and maintaining the Community Vision for Hampstead Heath. As well as identifying the types of activities that will deliver the Vision, the outcomes map helps us understand the immediate effects (‘intermediate outcomes’) of these activities, why these effects are important and how they contribute to the long-term ambitions set out in the Vision.

The outcomes map was developed in a workshop in January 2018, attended by City of London staff and representatives of a range of interested groups and clubs. The final version of the outcomes map for Hampstead Heath is on page three, below.

What is a measurement framework?

A measurement framework sets out a strategy for identifying which elements of the outcomes map—both activities or intermediary outcomes—are most important in assessing your progress towards achieving the Vision. The table on page 10 sets out important outcomes to track and suggestions for how these could be measured.

The table does not include targets—this depends on what success looks like for you. For example, an upward trajectory may be enough.

Not everything needs to be measured

Not everything needs to be measured to assess your progress towards achieving the Vision—indeed, the amount of time and resource it would take to measure everything could significantly outweigh the benefits of doing so.

It is important to *prioritise* outcomes. A priority outcome is one that matters most to the topic at hand, is particularly important to achieve, and may be within the control of an organisation.

During the outcomes map workshop, some of the outcomes or activities were identified by participants as priorities for measurement. We have also identified some further outcomes that we suggest measuring, because of their importance in achieving the Vision. Priority outcomes for measurement can be seen on page three as the thick-outlined boxes on the outcomes map.

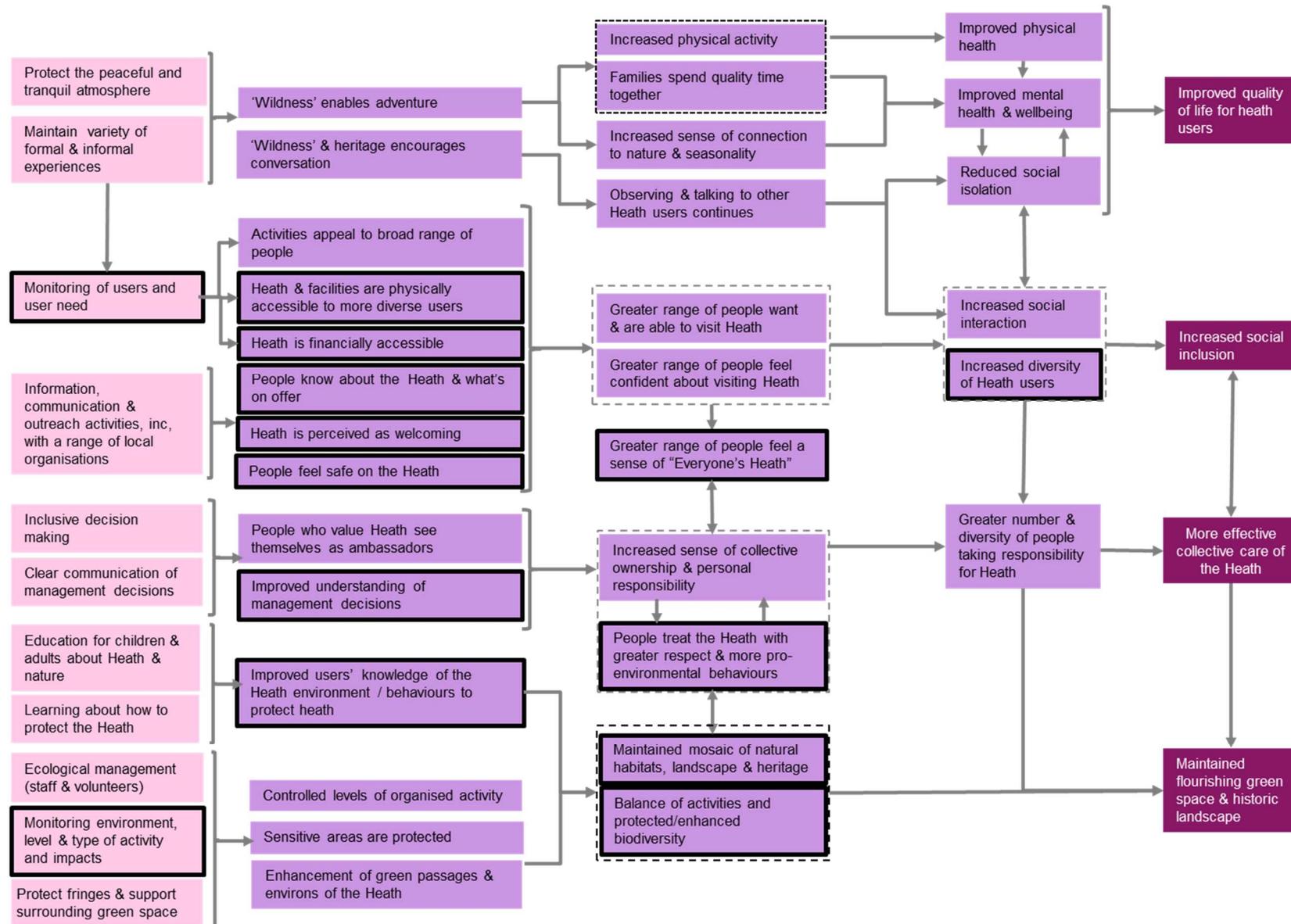
How should the measurement framework be used?

The measurement framework is intended to guide you in assessing ‘how are we progressing towards achieving the Community Vision for Hampstead Heath?’ It is not a standalone document. It supports your broader strategy, set out in the Hampstead Heath Management Plan by providing practical advice about **what** to measure and **how** to measure it. And importantly, read alongside the outcomes map it makes it clear **why** it’s important to design and deliver activities that achieve these outcomes.

The measurement framework and the outcomes map can be used to inform your management decisions and activity planning. For example, if 'feeling safe on the Heath' is identified in the outcomes map as an important step to achieving the Vision, then ensuring you take actions that make users feel safe must be part of your strategy.

Once you have collated and reviewed data, we suggest you write a short update report assessing your progress towards the Vision. Sharing findings will help all stakeholders—including the staff and volunteers collecting data and delivering services—understand the purpose of monitoring and make a connection between their work and the Vision. Further, the outcomes map highlights the importance of transparency in management decisions in helping people feel collective responsibility for care of the Heath. Transparency about what the data tells you and how this is influencing strategy and activity planning can play an important part in this.

Outcomes map for Hampstead Heath



Outcomes map narrative

Drawing on the Community Vision for Hampstead Heath, there are four key 'outcomes' (or benefits) arising from how the Heath is used and maintained that contribute to realising the Vision—broadly, that the Heath is conserved in a way that enhances our lives.

*At the top of the theory of change diagram, **quality of life for people who use 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 wildness and heritage of the Heath encourages adventure and interaction with other Heath users. The benefits of maintaining a variety of opportunities for physical activity need to be balanced with impacts on the ecology of the Heath—so monitoring the level, type and impact of user activity is important.*

*Reducing social isolation is a key element of improving heath users' quality of life. It is also an important contributor to the second key outcome for achieving the Community Vision—that the likelihood of **social inclusion is increased** by the Heath. Social inclusion depends, most importantly, on increasing the diversity of Heath users, but also on people interacting with each other. This is likely to flow from people feeling confident about visiting and using the Heath, combined with a sense that the Heath is open and welcoming.*

Achieving a diversity of Heath users 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 users, and people need to feel safe and welcome on the Heath—so monitoring users and users' needs is important to ensure this is achieved. And as well making sure people want and are able to use the Heath, a diverse range of people need to know about the Heath and what's on offer.

Communication, education and outreach activity, particularly working with a range of (local) partners, schools and other 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 users needs to go hand in hand with users feeling both personal and collective responsibility, a sense of 'everyone's heath'. The experiences already outlined, which help new and diverse users feel confident about visiting the Heath, will be enhanced by experienced users seeing themselves as Heath ambassadors. Alongside this, ensuring clear communication and improved understanding of management decisions will help all users feel welcome and response for the Heath. Complementing experiences that make the Heath feel welcoming and open with educational activities/resources that engage people about what makes the Heath a special place, the Heath environment and behaviours that protect it, will encourage users to adopt pro-environmental behaviours. Combined, this will not only increase the likelihood of social interaction and inclusion among users, but will help ensure that a greater number and diversity of people feel a sense of collective responsibility for the Heath's upkeep. This will support the achievement of the third key intermediate outcome—**more effective collective care of the Heath**.*

*Effective ecological management from staff and volunteers, cooperation among the local community to protect green passages and 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 users treating the Heath with greater respect and taking collective responsibility for the Heath's upkeep, 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 users of the Heath, as well as sufficient resources to deliver activities and projects.

Implementing the measurement framework

Steps to developing an evidence base

Share the outcomes map

The outcomes map makes it clear why achieving certain intermediate outcomes are important steps in the journey to achieving the Vision. It would therefore be helpful for frontline staff and volunteers, particularly those collecting data, to have the opportunity to engage with the outcomes map and understand why each part of the measurement framework is important.

Generate a baseline

To assess your progress towards achieving the Vision, an initial step will be to understand where you are currently on key indicators—for example, how diverse is the current make-up of Heath users, how welcome and safe do people feel, do people display behaviours (eg using litter bins) that indicate they feel responsible for the Heath's care? Collecting this data in a consistent way over time will mean you can assess whether any of these factors are improving. You will also be able to look for relationships between outcomes that are linked—eg, does improving the accessibility of the Heath lead to a more diverse range of users?

Gather insights on users

To achieve the Vision, an important step is further developing your understanding of user needs—including what might prevent potential users from coming to the Heath. Some of this data can be collected as part of the baseline data collection, and more colour and detail can be gathered through ongoing outreach and education work in local communities.

Monitor activities

It will be important to keep track of the frequency and type of activities you are delivering, particularly where these relate to outcomes. Going forward you will be able to look for relationships between the level and types of activities, and outcomes, and assess whether strategy and planning decisions have contributed to achieving the Vision.

Collect outcome data

You should collect outcome data at regular intervals (for example, every 6 or 12 months) to assess progress. Sharing this data with staff and other interested groups will help ensure there is a stronger sense of the collective effort being made, across staff and custodians, to achieve the Vision.

We suggest conducting the Heath users' survey with visitors on the Heath, to generate a 'snapshot' of users, their experience and perceptions, once every 6-12 months. The draft survey on page 17 could be conducted immediately by staff and volunteers approaching people on the Heath. Advice about conducting the survey and sampling is on page 19.

To understand the appeal of the Heath in the local community it will be important to collect data from local residents in settings outside the Heath too. The draft Residents Survey is on page 18. Administering the survey could be accompanied by some light touch outreach work (eg, after completing the survey, residents could be given more information about the Heath).

Our initial suggestions about where to collect data from residents include: schools, tenants' associations, leisure centres and GP surgeries—but there may be more. Talking to schools and tenants' associations may give you more ideas, for example about when/how to reach residents, or when to reach parents (eg, at parents evenings,

sports days, school pick up/drop off etc). GP surgeries in particular might help you reach more isolated people, particularly older people, that you wouldn't reach through other channels. Recognising that GP surgeries tend to be busy places, focusing on the mental and physical health benefits of the Heath might help make the case for your presence. GP surgeries could also be good places to advertise the Heath, promoting its benefits mental/physical health.

An alternative approach is to conduct a random sample phone survey of people in the local community. This would give a more representative sample of the whole local population, but is resource intensive and is less of an opportunity for outreach activity.

Immediate and further reaching data collection

Data collection among local residents outside the Heath is potentially more time consuming and complicated to deliver, because of the need to work with local partners to identify the interfaces for local residents, sending staff/volunteers outside the Heath to conduct surveys etc. As such, you may want to focus on the user snapshot survey and management data elements of the measurement framework first and develop this more ambitious element of data collection at a later stage. However, understanding barriers to the Heath from non-users will be important in designing activities or strategies to increase the diversity of Heath users.

Key outcome areas for measurement

Specific indicators are set out in the measurement table on page 10. They cover a range of critical outcomes identified in the outcomes map and are discussed further below.

We have not suggested a lot of measurement activity in relation to quality of life. In part, this is about taking a proportionate approach and recognising that it is not practical to measure everything. This also reflects the fact that successful maintenance of the natural and historic environment of the Heath, alongside a welcoming atmosphere and participation in clubs and societies, is likely to naturally generate quality of life benefits. If at a later stage you are keen to collect data on how the Heath impacts users' quality of life, this could be added to the measurement framework.

Diversity of Heath users

Increasing the diversity of Heath users was identified as a key outcome in and of itself. Moreover, it contributes to both increased social inclusion and to more effective collective care of the Heath. If the Heath managers and custodians are undertaking activities to improve diversity (for example, through outreach/education work or by making the Heath more accessible to a wider range of people) it will be important to monitor diversity to assess their success.

Monitoring users' needs

Achieving greater diversity of Heath users depends in part on ensuring the Heath is accessible to a broad range of people. Accessibility refers to a range of factors, including the Heath feeling welcoming and safe for new users.

It's important not just to collect data from Heath users. Success here also depends on understanding what is creating barriers for potential Heath users. Working through local community settings or schools to collect feedback on what prevents (local) people from using the Heath will provide useful insights to help improve accessibility. This could be delivered alongside education and outreach activity.

Increased social inclusion

Increasing social inclusions depends on both increasing the diversity of Heath users, and ensuring the environment and community is welcoming and conversation is encouraged.

Collective care of the Heath

The outcomes map identified two key factors needed to achieve effective collective care of the Heath: users need to feel more responsible for its care; and users need to have the right information/knowledge to act in pro-environmental ways when using the Heath. This means that as well as observing behaviours to indicate whether effective collective care of the Heath is being achieved, you can also collect data on the potential causes of that behaviour. For example, asking people how they feel about the Heath, assessing whether people or interest groups understand management decisions and feel they are able to participate in decision making, and whether individuals and clubs/societies know how to act to protect the Heath. Other positive indicators include whether clubs and societies participate in Heath-wide programmes and events, indicating a shared commitment to achieving the Vision and caring for the Heath.

Environmental factors

Maintaining the mosaic of natural habitats, landscapes and heritage is identified as a priority outcome in the outcomes map. Appropriate indicators should be developed, if they are not already used to monitor success here—suggestions are set out in the table on page 10 onwards. It may be useful to compare indicators of the natural environmental on the Heath with other data about the range and level of activities taking place, but also with indicators of progress on other elements of the Vision, like more effective collective care of the Heath.

Tools for measurement

In the measurement framework table (p10) we have suggested several tools for data collection, explained below.

Surveys

Heath users' survey

A snapshot survey conducted by Heath staff (/volunteers) face to face on the Heath, once every 6-12 months. The users' survey collects information on who is using the Heath and people's feelings about the Heath. The draft survey is on page 17.

Sample size: based on the sample size calculator¹ and the population size of 10 million people visiting Hampstead Heath each year² (though in fact a much smaller population, eg ½ million, generates the same sample sizes), we recommend you aim to survey around 200-400 people if resource permits³. A sample of at least 100 people would generate a reasonable estimate with a 10% margin of error, but if you have the capacity, reaching more people will generate more robust results. The appendix also provides further information on sampling strategies.

Residents' survey

A short set of question areas to guide conversations with local residents. The residents' survey collects information on local residents' perceptions of the Heath and potential barriers to use.

We suggest these conversations are included as part of any outreach/education work delivered in local community settings, either as part of formal learning programmes or light touch information sharing (eg, handing out information leaflets). Examples of settings include: through local schools (eg, at parents evenings if schools are willing); in GPs surgeries; through local tenants' associations.

Piloting the surveys

The users and residents surveys, on pages 17 and 18 should both be piloted before being rolled out more broadly, so the drafts included in this document are subject to change. Piloting the surveys will test comprehension (whether interviewees understand the questions and what they understand by them), how long the survey takes to complete, how people feel completing the survey and whether the survey generates genuinely useful data for you.

For example, we recommend including at least one open question to which explores how people feel about the Heath—it may be interesting to compare the feelings of users and non-users. We have suggested asking: 'How do feel about the Heath?', but there is no obvious or required wording. Piloting will allow you to test and refine this wording.

Other data sources

Management data

Much of the data we suggest as possible indicators will be generated in the day to day running of the Heath. This is most relevant for indicators related to observing how people behave on the Heath (eg, volume of litter dropped),

¹ <https://www.surveysystem.com/sscalc.htm#two>

² http://www.haringey.gov.uk/sites/haringeygovuk/files/hampstead_heath.pdf

³ If you were to reach around 400 people, that would generate a 95% confidence level result with a 5% margin of error, ie, 95% of the time, you can be sure that the true statistic is within 5% either side of the survey results. For example, if 70% of people in your survey responded 'yes', you can feel confident that the answer for the population more widely is likely to be between 65% and 75%—as long as your sample is random. If you reach 200 people, the margin of error is around 8%.

information about activities (eg, cost or frequency of activities, club participation in Heath-wide events), diversity of volunteers, and how people access and use information provided by Heath management (eg, blog views, report downloads, social media engagement, attendance at meetings etc).

Some data will be collected through surveys and monitoring activity related to ecology and conservation of the Heath. Clubs and societies may also already submit data that is useful for monitoring activity levels.

Finally, some of the indicators may be most relevant for management to keep in mind when reviewing strategy and collated as relevant. For example, reviewing whether the 'right' level of information is made available, and how it is shared; or degree of integration with Local Plans.

Information from clubs and societies

Information about who is participating (where clubs already collect this data) and on how many people participate in Heath-wide events and themes. Willingness of clubs/societies to share information is itself an indicator of their commitment to enhancing 'everyone's Heath'.

Optional other data sources

You could also consider including formal/informal feedback from consultative committee members, clubs and societies, staff and volunteers.

OUTCOME	METRIC / INDICATOR	HOW DATA IS COLLECTED	COMMENTS
Increased social inclusion			
Increased diversity of Heath users (including volunteers and visitors)	<ul style="list-style-type: none"> • Heath users' age, socio-economic group and postcode (or town/country if outside London) • How many times they visited in the past year (user recall/ estimate with pre-coded question) • Survey data from local residents on usage and barriers to using the Heath 	<p>Survey of Heath users</p> <p>Residents survey</p> <p>Management data on volunteers</p>	<p>The Vision talks about attracting '<i>Diverse communities</i>'. The definition of 'diversity' could be further explored—for example, you could focus on the age range, socio-economic indicators, disability (and accessibility of the Heath), ethnicity or geography etc. Determining which aspects of diversity you want to increase will shape the activities you need to focus on.</p> <p>We suggest capturing this information via the snapshot survey of users and have suggested some questions related to diversity. Please note, the have included a question on the occupation of the chief income earner in your household—this is to generate data on socio-economic group. You will need to code this data to establish social grade: http://www.nrs.co.uk/nrs-print/lifestyle-and-classification-data/social-grade/</p> <p>In addition to the user snapshot, we suggest complementing this with further data collection outside the Heath from local residents, to learn about barriers that might prevent some groups from using the Heath. One approach to learn about which parts of the local community are more/less likely to use the Heath is to conduct a random sample phone survey. This would give a representative sample of the whole local population. Alternatively, conducting a residents' survey in local community settings will generate data on whether and why different groups have or haven't visited the Heath, while providing an opportunity to deliver light touch information sharing / outreach.</p> <p><i>[Not discussed in outcomes map workshop]</i> Diversity of volunteers is also an important metric in assessing the appeal of the Heath to a diverse range of people. This could also contribute to a greater range of people feeling that it is 'everyone's Heath'.</p>
Heath is financially accessible	<ul style="list-style-type: none"> • What proportion of activities are free or low cost 	Management data	<p>The cost of activities on the Heath to track could include sports activities, walks, music events, cafes etc. Ensuring a proportion of activities are free or low cost (however you choose to define this) will ensure the Heath remains financially accessible to a range of users. Transport costs could be considered as part of the cost of participation.</p>
People know about the	<ul style="list-style-type: none"> • Survey data from local residents on what 	Residents survey	<p>As this indicator is a measure of people's awareness of the Heath and what it offers, it will need to be gathered outside the Heath. As above, we suggest collecting this data</p>

<p>Heath & what's on offer</p>	<p>they know about the Heath</p> <ul style="list-style-type: none"> • # visits to Hampstead Heath website 	<p>Website data</p>	<p>via a local residents' survey and potentially combining this data collection with any outreach/education work you conduct in the local community—see residents' survey on page 18. One option discussed in the measurement framework workshop was whether GPs' surgeries could play a role here—both as a place to monitor Heath use, and as a way to promote the Heath to support mental/physical health.</p> <p>Currently you track website visits as part of your KPIs. If you have a strategy in place around how the website draws in visitors or increases the diversity of your visitor base, website use data can also be used to assess your progress in making sure people know about the Heath and what's on offer.</p>
<p>Monitoring users' (and potential users') needs</p>	<ul style="list-style-type: none"> • Proportion of users who are able to access activities/parts of the Heath they want to • Survey data from local residents on barriers to using the Heath 	<p>Survey of Heath users</p> <p>Residents survey</p>	<p>This could be an opportunity to gather data from users on which activities they are participating in. The interviewer could also potentially end the survey by telling them all the activities that are available, if they are interested.</p> <p>The limitation of asking users on the Heath about accessibility is that it only assesses accessibility of particular areas of the Heath or activities. It doesn't capture any data from people who were not able to access the Heath at all, so it cannot be used as a measure of how accessible the Heath is.</p> <p>By asking people who haven't visited the Heath before what has prevented them from doing so, you will gather some information on potential users' needs. Barriers cited may be informational or emotional, as well as physical.</p>
<p>People feel safe on the Heath</p>	<ul style="list-style-type: none"> • Proportion of users who report feeling safe on Heath • Perceptions of Heath safety among local residents 	<p>Survey of Heath users</p> <p>Residents survey</p>	<p>These questions are most meaningful if compared to perceptions of people not using the Heath—so ideally the same question wording should be used when collecting survey data from Heath users, and when collecting survey data from local residents.</p> <p>Informal discussions to gauge perceptions will be just as/ more important than formal methods. This can be collected as part of any outreach activity.</p>
<p>Heath is perceived as welcoming</p>	<ul style="list-style-type: none"> • Proportion of users who report finding the Heath welcoming • Perceptions of Heath among local residents 	<p>Survey of Heath users</p> <p>Residents</p>	<p>As above.</p>

		survey	
More effective collective care of the Heath			
Improved understanding of management decisions	<p>Information availability:</p> <ul style="list-style-type: none"> • Decisions are well communicated and understood • The 'right' level of information is shared, in ways that do not diminish the wildness of the Heath <ul style="list-style-type: none"> ○ Is the right level of information available? (where 'right' needs to be defined) ○ Is information accessible, for those who want to access it? (Eg, how many people visit website, read blogs, access reports, attend forums, etc? How are notices made available—both on and off line?) <p>Influencing decisions:</p> <ul style="list-style-type: none"> • Whether people interested in Heath management decisions feel their voices are heard • How representative the consultative forums are of wider Heath users • Of users who are interested in decision-making related to the Heath, the proportion who are aware of how to access information 	<p>Survey of Heath users</p> <p>Management monitoring</p> <p>Optional: formal/informal feedback from consultative committee</p>	<p>Understanding why decisions have been made will be influenced by where and how information is made available, and whether users access this information. This could include: whether management information/notices are made publicly available, how that information is accessed and how often it is accessed (# report downloads, website visits, social media engagement, how notices are made public, how many people attend public meetings etc). There is a value judgement to make on the right balance between making relevant information accessible to a wide range of people and maintaining the wildness of the Heath itself—assessing the 'appropriate level' of information to share, and how it is shared.</p> <p>Informal (or formal) feedback from CC members could also be complemented by a short, annual survey covering issues like transparency, whether members feel genuinely consulted, and how they share information more widely with their society/group members. How well the CC represents heath users should also consider those who are not represented (and potentially not using the heath)—for example, a 'youth committee' or other channels to involve young people in decision making could boost representation</p> <p>The Heath users' survey will generate data on whether (the range of) individuals who want to, feel able to participate in decision making related to the Heath. (This could also be a chance to give interested users information about how to get involved).</p>
Improved users' knowledge of Heath	<ul style="list-style-type: none"> • Volume of dropped litter • [Other behaviours that protect the Heath] 	Observation & management	Collective care of the Heath can be assessed by observing user and club/society actions. (You might also want to capture information about actions to promote positive

<p>environment / how to protect the Heath</p>	<ul style="list-style-type: none"> • Incidence of damage due to misuse of Heath • Total # of Heath volunteers • Diversity of Heath volunteers 	<p>data</p>	<p>behaviours, like plogging!)</p> <p>Observed pro-environmental behaviours could be benchmarked against other London parks, to assess relative progress.</p>
<p>Greater range of people feel a sense of 'everyone's Heath' – (individual users)</p>	<ul style="list-style-type: none"> • Diversity and # of people participating in activities on Heath • # repeat visits • Diversity of Heath volunteers • How do you feel about the Heath? (open Q) 	<p>Data from clubs/societies</p> <p>Survey of Heath users</p> <p>Residents survey</p>	<p>A combination of answers to the open question 'how do you feel about the Heath' and other indicators (eg, how welcoming people find the Heath, proportion of repeat visits) will provide a picture of overall perceptions of the Heath, and it will be interesting to compare responses of users/non-users.</p> <p>Asking an open question could generate interesting insights about what people feel about the Heath (for example using simple coding or analysis techniques like wordclouds).</p>
<p>Greater range of people feel a sense of 'everyone's Heath' - (clubs, societies and interest groups)</p>	<ul style="list-style-type: none"> • Whether clubs and societies that use the Heath participate in Heath-wide events and themes • Diversity of club/society members • # clubs/societies represented at [Heath management meetings] 	<p>Management data: from clubs/societies</p>	<p>A sense of belonging to the Heath community by the range of clubs, societies and interest groups that use the Heath could be demonstrated by respectful behaviour towards each other & towards other Heath users. Indicators could include how many people take part in Heath-wide events or programmes, like 'Give it a go'.</p> <p>Clubs/societies also report that their members benefit from a sense of inclusion and enhanced quality of life, as a result of membership. Club/society members' feedback or survey data could be useful as an indication of how the Heath is helping this.</p>
<p>Maintained flourishing green space & historic landscape</p>			
<p>Enhancement of green passages & environs of the Heath</p>	<ul style="list-style-type: none"> • Degree of integration into Local Plans - could be number of recommendations/ actions in Local Plans that align with Heath strategies. This could be measured by Neighbourhood Forums. • Community Infrastructure Levy investment in projects that do this (LB Camden Wards) – could be monitored by Neighbourhood Forums or LBC • Number of strategic plans that include 	<p>Management data: internal/ external data sources</p>	<p>These indicators (and all of those below) could be further developed with Heath ecologists and conservation team.</p> <p>Indicators from other parks or environmental organisations, like Defra or the European Environment Agency, could be useful here too.</p>

	<p>actions/recommendations that align with Heath strategies – could monitor number of projects, number of joint funding applications, etc</p> <ul style="list-style-type: none"> • Number of planning applications influenced to comply with Heath strategies 		
<p>Maintained mosaic of natural habitats, landscape & heritage</p>	<ul style="list-style-type: none"> • Monitor change in habitat extent and quality over time, perhaps focus on habitats of particular interest • Identify key indicator species and monitor populations and extents, eg invertebrates, amphibians, moths, pollinator species, fungi • Monitor invasive species and changes over time for example Oak Processionary Moth (OPM) • Monitor water quality • Record archaeological artefacts and monitor trends over time <p>Photo point monitoring of views and vistas over time (annual or every 5 years?)</p>	<p>Management data: ecology and conversation team data</p>	<p>You may want to work with Heath ecologists and conservation team to incorporate the current survey and monitoring activities to develop measures for this outcome.</p> <p>As a further step, you may consider developing a theory of change that maps the assumptions that if a rich mosaic is maintained the overall conservation objectives will be met, and ecosystems will be resilient over the long term. This could include long term changes such as climate change.</p>
<p>Monitor level & type of activity and impacts</p>	<ul style="list-style-type: none"> • Level/type of activities: # sports clubs using Heath each week <p>Impact of activities:</p> <ul style="list-style-type: none"> • Monitor compaction/erosion at site of impact – photo monitoring • Monitor levels of compliance (non- 	<p>Management data: ecology and conversation team data</p>	<p>This data can be usefully linked to other outcomes—in particular, diversity of users and environmental impacts. This will provide insight over time into whether the range of activities taking place on the Heath is impacting the diversity of users and whether this is impacting the natural environment.</p>

	<p>compliance) with exclusions and seasonal closures</p> <ul style="list-style-type: none"> • Monitor levels of compliance (non-compliance) with by-laws and conditions on activities, eg cycling off designated routes, incidents with dogs, etc (use data collected by Constabulary) • Monitor levels of litter/waste over time • Monitor levels of dog waste collected (dog bins). Also monitor phosphorous levels in water sampling. 	<p>Management data: from clubs and societies</p>	
<p>Balance of activities and protected/enhanced natural and heritage values</p>	<ul style="list-style-type: none"> • Potentially this could be a derived measure: eg, a combined score from across all the outcomes that is an indication that the 'balance' falls within an acceptable range. • Interim indicators <i>could</i> include: <ul style="list-style-type: none"> - levels of participation in surveying activities for example, citizen science programmes, school and learning programmes - use visitor survey to collect data about perception of balance and monitor over time - survey staff about perception of balance 	<p>Management data</p> <p>[Optional: Survey of Heath users, Staff survey]</p>	<p>This outcome links directly to 'collective care' outcome.</p> <p>You may want to integrate this with the development of higher level indicators for Open Spaces Department including those for ecosystem services; and also link with London wide natural capital approach to open space and green infrastructure.</p> <p>A measure of 'balance' is likely a to be a long-term view—perhaps assessed every 5 years to align with the mid-term review of the strategic plan, or even every ten years as the Plan is renewed. This could be developed into a 'state of the Heath'.</p> <p>Asking people (users and staff) about their perception of whether the balance between sport/activities and the natural environment could also be part of this indicator, however this should be considered alongside data on ecological impact.</p>

Existing KPIs across the CoL Open Spaces dept that might be relevant – to be discussed	
Increase the number of 'visitors' to the Open spaces webpages	<i>Already captured in</i> People know about the Heath & what's on offer
Increase the amount of tennis played across our sites	<i>Will be captured in</i> Monitor level & type of activity
Increase the amount of football played across our sites	<i>Will be captured in</i> Monitor level & type of activity
Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	<i>Not sure if Learning Programme is relevant here or if there are any HH specific programmes. If there are, relevant in</i> Education for children & adults about Heath and Nature
Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	<i>Not sure if Learning Programme is relevant here or if there are any HH specific programmes. If there are, relevant in</i> Increased diversity of Heath users
Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	<i>Not sure if Learning Programme is relevant here or if there are any HH specific programmes. If there are, relevant in</i> Increased diversity of Heath users

User survey

We (The Heath management?) are conducting a short survey to better understand who is visiting Hampstead Heath and their experience, to help us ensure it is accessible and well used. I won't be asking for any personal details like your name or contact information, but as we're interested in building a picture of who is using the Heath the survey includes questions about where you live and your age. You can skip any questions you would prefer not to answer.

The survey will take about 5 mins.

1. Is this your first visit to Hampstead Heath? [Y/N]
 - a. *If yes:* Is there a reason you haven't visited before? [Open]
 - b. *If no:* Do you usually visit: more than once a month; several times a year; or, less than once a year?
2. What activities do you take part in on the Heath? [*Either tick list or open, eg: walking, running, cycling, swimming, sports clubs, using sports facilities, music events, ecology, nature watching, other...*]
3. Were you able to access all the activities or parts of the Heath you wanted to today? [Y/N]
 - a. *If no:* Can you tell me more about it? [Open]
4. Do you live locally to Hampstead Heath? (Within about 1 mile) [Y/N]
 - a. *If yes:* We're interested in which local areas people are visiting from. What's your postcode?
 - b. *If no:* Where in the UK or abroad do you live?
5. What is your age?
6. What is the occupation of the chief income earner in your household?⁴
7. How do you feel about the Heath? [Open Q]
8. Do you feel safe on the Heath? (Y/N)
 - a. *If no:* Why not?
9. Do you find the Heath a welcoming place? (Y/N)
 - a. *If yes:* Why?
 - b. *If no:* Why not?
10. Are you interested in decisions related to the Heath? (Y/N)
 - a. *If yes:* Do you know where to get information about decisions or being involved?
11. [*Optional: see end of mst table* – Do you think there is the right balance of sports use and preservation of natural spaces on the Heath?]

END. If you're interested, here is a list of activities that take place on the Heath [...].

⁴ You will need to code this data to establish social grade: <http://www.nrs.co.uk/nrs-print/lifestyle-and-classification-data/social-grade/>

Resident survey questions (in local community settings)

1. Have you ever visited Hampstead Heath?
 - a. *If yes:* Do you usually visit: more than once a month; several times a year; or, less than once a year?
 - b. *If no:* What puts you off visiting? (Open)

And: What would make you more likely to visit? (Open)
2. What activities do you think are available on the Heath?
3. Where would you look for information about the Heath?
4. How do you feel about the Heath? [Open Q]
5. Safety:
 - a. *If visited before:* Do you feel safe on the Heath?
 - i. *If no:* Why not?
 - b. *If not visited before:* Do you think of the Heath as a safe place?
 - i. *If no:* Why not?
6. Welcoming:
 - a. *If visited before:* Do you find the Heath a welcoming place?
 - i. *If no:* Why not?
 - b. *If not visited before:* Do you think of the Heath as a welcoming place?
 - i. *If no:* Why not?

Appendix: Further information

Qualitative data

While collecting quantitative data (numbers and scales) is an important part of impact measurement, it often does not give the full picture of why and how change happens. Qualitative data (words/stories) adds more depth and helps you understand the range of answers and underpinning factors.⁵ It also allows the voices of users to be heard more clearly.

Potential qualitative approaches can be categorised as informal and formal:

- **Informal approaches** would be things like; a 'comments' box or board, where people can write what they think; or encouraging young people to feedback on social media.
- **Formal approaches** would be things like a regular user forum or organising focus groups, in which small numbers of users are taken aside and asked for their feedback on a programme or for their views on how programmes have (or haven't) benefitted them.

While neither of these will provide particularly robust evaluation data they will provide supporting information and help you to identify issues, learn and improve.

Conducting a survey

Top tips on sampling for qualitative and quantitative surveys can be found here:

<https://impactsupport.org/data/how-collect/sampling/> and more in-depth advice can be found here:

https://www.clinks.org/sites/default/files/IntroductionToSampling_0.pdf

However when collecting data via a face to face survey by approaching people who are on the Heath, statistical random sampling techniques can't be used. To increase the chances of reaching a wide range of users, staff/volunteers conducting the survey could be given quotas for who they speak to—for example by age and gender.

The risk this poses is that without knowing the profile of visitors, quotas can introduce an artificial bias in survey results (eg, if in fact 80% of the Heath's visitors are female, but survey administrators are told to speak to 50% women and 50% men, men will be over-represented in the sample). Basing quotas on any prior data or knowledge you have about Heath users will reduce the risk of bias.

Conversely, there may be cases where you are more interested in the views of certain groups—in this case, you can focus data collection on those groups, but should be careful to report any findings as a sample from that group, rather than Heath users more broadly.

One group you may be interested in interviewing are people under 16. From a legal point of view to interview people under 16 you must seek parental consent, so unaccompanied minors can't be interviewed as part of the general survey. You may therefore want to consider other ways to gather views from younger Heath users, eg through clubs/societies (where parental consent may already be granted) or through youth committees / youth parliaments (see measurement table).

Conducting resident surveys

As with the Heath users' survey, those conducting the residents' survey should also seek to speak to a reflective and balanced mix of people. Quotas are simpler in this case because they can be based on the demographic composition of the local area.

⁵ <http://www.thinknpc.org/publications/stories-and-numbers/>