

Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	23 May 2018
Subject: Update on the Management Plan for Hampstead Heath	Public
Report of: Superintendent of Hampstead Heath	For Information
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Summary

The process to review and update the Hampstead Heath Management Plan has reached another important milestone in its development with the conclusion of consultation to create an outcomes and measurement framework. The purpose of this report is to update on progress to deliver the 2018 Management Plan and to share the results of the outcomes workshops.

Recommendation(s)

It is recommended that:

- Members consider the Outcomes and Measurement Framework, and feedback on the proposals in paragraph 10 of this report.

Main Report

Background

1. The 2007 Hampstead Heath Management Plan concludes in 2018 and development of a revised management plan continues as a priority project.
2. A review of the 2007 Management Plan was undertaken in 2016, in consultation with past working group members and staff. The review recommended five themes for developing 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 project.

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. During 2017 the timeframe for project completion was reviewed to align with revised Committee dates and is on track for a final draft to be presented to HHHWQPC in September 2018.
4. Key project milestones achieved to date include:
 - 2016 Consultative Review of the 2007 Management Plan and report on key recommendations;
 - 2016 Progress Report on implementation of the 2007 Management Plan;
 - 2017 Heath Vision (approved September 2017);
 - 2018 2018-19 Divisional Plan and Annual Work Programme;
 - 2018 Report on the Outcomes and Measurement Framework for Hampstead Heath.
5. This project addresses the recommendations for each of the five themes identified during the 2016 Consultative Review of the 2007 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 Management Plan is a brief document that can be more readily updated (approximately 20 pages), presenting high level management strategies and building on the strengths and intentions of the 2007 Management Plan.
7. The iterative approach of applying project recommendations at each stage and embedding new working arrangements as the project progresses has had a significant impact on work across the Division. For example, in addition to informing the recent work to develop an outcomes framework for the 2018 Management Plan, the Heath Vision has been integral in shaping the recent Bench Dedication and Sponsorship Policy and the draft Events Policy, as well as shaping a more inclusive approach to engagement across many service areas.
8. Appendix 1 presents a report prepared by Consultants on an Outcomes and Measurement Framework for the 2018 Plan. The mapping of this framework took place during two workshops involving stakeholders, Members and staff during January and February 2018. An outcomes map (sometimes referred to as a 'theory of change') explains how activities are logically linked to the goal of an organisation, demonstrating how day-to-day tasks are intended to further its mission.

9. The outcomes approach is particularly useful when considering inter-sectional issues which, in the Heath context, are often referred to as ‘finding a balance’. It will inform the final stage of the project; development of high-level strategies and principles for the 2018 Plan.

Proposals

10. The following steps are proposed to complete the 2018 Management Plan:

	Activity	2018 Timeframes
1	Complete a final Progress Report on implementation of the 2007 Management Plan actions and goals to end of March 2018.	April - May
2	Develop a Transition Plan that shows continuity between the 2007 and 2018 Management Plans and the Divisional Management Framework.	April - May
3	Review 2007 Management Plan Objectives and prepare high-level management strategies for achieving the Heath Vision.	April - June
4	Engage with key stakeholder groups and existing forums to finalise the draft management strategies.	May - June
5	Present a draft 2018 Management Plan to the HHCC for consideration and feedback.	9 July
6	Take account of the feedback and update the 2018 Management Plan.	July - August
7	Present an update to the HHHWQPC on progress 2018 Management Plan.	5 September
8	Present the proposed 2018 Management Plan to the HHCC for consideration and feedback	29 October
9	Present the proposed 2018 Management Plan to the HHHWQPC for approval.	28 November

Corporate & Strategic Implications

11. The Hampstead Heath Management Plan and associated Management Framework aligns with the annual business planning cycle.
12. 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.
13. 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.
14. The Open Spaces Department Business Plan is the subject of a separate report on this agenda.

15. Resources and funding for implementation of the Hampstead Heath Management Plan will be allocated annually via the 3-year rolling Divisional Plan, as projects are prioritised. Resources for the priority projects may be sourced from a combination of the Superintendent's Local Risk Budget, through bids for Capital or Supplementary Revenue Projects, internal funding sources (for example, Priority Improvement Project bids), or external grants, as appropriate.

Conclusion

16. Preparation of an Outcomes and Measurement Framework is a significant milestone in the development of the 2018 Management Plan and sees the project on track to present a first draft to the Hampstead Heath Consultative Committee in July 2018.

Appendices

- Appendix 1 – Report on Hampstead Heath Outcomes Framework
- Appendix 2 – Heath Vision

Background Papers

- September 2017 Committee Report: A community vision for Hampstead Heath
- November 2016 Committee Report: Hampstead Heath Management Plan Review Findings

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