



Hampstead Heath Consultative Committee

Date: TUESDAY, 13 JANUARY 2026

Time: 5.30 pm

Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:	Alderman Gregory Jones KC (Chairman) Liz Andrew, (London Natural History Society) John Arnoldi, (Heath Hands) Nick Bradfield, (Dartmouth Park Conservation Area Advisory Committee) John Etheridge, (South End Green Association) Victoria Eze, (Mansfield Conservation Area Advisory Committee) Colin Gregory, (Hampstead Garden Suburb Residents' Association) Michael Hammerson, (Highgate Society) Dr Gaye Henson, (Marylebone Birdwatching Society) Simon Hunt, (Open Spaces Society) Sharlene McGee, (Leonard Cheshire)	Ella Mitchell, (Hampstead Rugby Club) Helen Payne, (Friends of Kenwood) Harunur Rashid, (Black and Minority Ethnic Communities representative) Steve Ripley, (Ramblers Association) Susan Rose, (Highgate Conservation Area Advisory Committee) Alethea Silk Richard Sumray, (London Council for Sport and Recreation) Jeff Waage, (Heath & Hampstead Society) John Weston, (Hampstead Conservation Area Advisory Committee) Michele Martin Williams, (Vale of Heath Society)
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Enquiries: **Zoe Williams**
Zoe.Williams@cityoflondon.gov.uk

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**Ian Thomas CBE
Town Clerk and Chief Executive**

AGENDA

Public Agenda

1. APOLOGIES

2. MEMBERS' DECLARATIONS IN RESPECT OF ITEMS ON THE AGENDA

3. MINUTES

- a) To agree the non-public minutes of the Hampstead Heath Consultative Committee held on 17 November 2025.

For Decision
(Pages 7 - 14)

- b) To note the minutes of the Hampstead Heath Sports Advisory Forum held on 18 November 2025

For Information
(Pages 15 - 20)

- c) Matters arising

4. ASSISTANT DIRECTORS REPORT

Report of the Executive Director, Environment.

For Information
(Pages 21 - 42)

5. HEATH HANDS UPDATE

Report of Heath Hands.

For Information
(Pages 43 - 44)

6. HAMPSTEAD HEATH PONDS - VERBAL UPDATE

Officers of the Environment Department to present a verbal update.

For Information
(Verbal Report)

7. BUDGET 2026/27 - VERBAL UPDATE

Officers of the Chamberlain's and Environment Departments to present a verbal update.

For Information
(Verbal Report)

8. FIVE-YEAR BUSINESS PLAN (HAMPSTEAD HEATH)

Report of Executive Director, Environment.

For Discussion
(Pages 45 - 72)

9. SENIOR OFFICERS RECRUITMENT

Report of Executive Director, Environment.

For Information
(Pages 73 - 84)

10. FUNDRAISING OVERVIEW FOR NORTH LONDON OPEN SPACES (HAMPSTEAD HEATH)

Report of Executive Director, Environment.

For Information
(Pages 85 - 98)

11. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

13. DATE OF NEXT MEETING

14. EXCLUSION OF THE PUBLIC

The following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

For Decision

15. NON-PUBLIC MINUTES

a) To agree the non-public minutes of the Hampstead Heath Consultative Committee held on 17 November 2025

For Decision
(Pages 99 - 104)

16. NATURAL ENVIRONMENT COMPLEMENTARY LAND USE ASSESSMENT

Report of Executive Director, Environment.

For Discussion
(Pages 105 - 126)

17. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

18. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

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Agenda Item 3a

HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 17 November 2025

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Committee Rooms, West Wing, Guildhall. on Monday, 17 November 2025 at 5.30 pm

Present

Members:

Alderman Gregory Jones KC (Chairman)
John Arnoldi, Heath Hands (attended virtually)
Liz Andrew, London Natural History Society
Nick Bradfield, Dartmouth Park Conservation Area Advisory Committee
John Etheridge, South End Green Association (attended virtually)
Colin Gregory, Hampstead Garden Suburb Residents' Association (attended virtually)
Michael Hammerson, Highgate Society
Dr Gaye Henson, Marylebone Birdwatching Society (attended virtually)
Ella Mitchell, Hampstead Rugby Club (attended virtually)
Alethea Silk (attended virtually)
Susan Rose, Highgate Conservation Area Advisory Committee (attended virtually)
Richard Sumray, London Council for Sport and Recreation (attended virtually)
Jeff Waage, Heath & Hampstead Society
Michele Martin Williams, Vale of Heath Society

In attendance:

John Beyer (observer)
William Upton KC (observer)

Officers:

Marguerite Jenkin	- Chamberlain's Department
Jack Joslin	- City Bridge Foundation
Joseph Smith	- Corporate Strategy & Performance
Sussannah Behr	- Environment Department
Emily Brennan	- Environment Department
Tom Hoyle	- Environment Department
Jo Hurst	- Environment Department
Andrew Impey	- Environment Department
William LoSasso	- Environment Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

Apologies were received from John Weston and Helen Payne.

The Chairman welcomed Susannah Behr, Head of Development and Partnerships.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

3.1 **Draft Minutes of the Hampstead Heath Consultation Committee**

RESOLVED – That, the public minutes and non-public summary of the Hampstead Heath Consultative Committee held on 16 September 2025 were agreed as a correct record of the meeting.

3.2 **Draft Minutes of Heath, Highgate Wood and Queen's Park Committee**

RESOLVED – That, the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 21 October 2025 be noted.

3.3 **Matters arising**

A Member requested an update on the status of the fundraising report that would be shared with Committees. Officers responded that they were in the process of analysing the recommendations of the fundraising consultant and compiling a plan for each of the charities with recommended options.

They noted that while they were not intending to share the fundraising consultant's report due to the commercially sensitive information it contained on other charities, they would be producing a summary of the report for Committees. They further explained that this report would include the recommended option for the Charity which would feed into its business plan.

4. **APPOINTMENT OF A REPRESENTATIVE FROM MANSFIELD CONSERVATION AREA ADVISORY COMMITTEE**

The Committee received a report of the Town Clerk to note the nomination of a new external Member of the Hampstead Heath Consultative Committee, nominated by the Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee, to represent local interests.

RESOLVED – That Members noted the report and its contents.

The Committee agreed to discuss the Hampstead Heath Ponds verbal update before the Grant Funding Model and Fundraising Briefing.

5. **GRANT FUNDING MODEL AND FUNDRAISING BRIEFING**

The Committee received a verbal briefing and presentation from Officers of the Environment Department about the Natural Environment Charity Review, income generation and the Grant Funding Model.

The Heath and Hampstead Society representative asked who under the Hampstead Heath Charity would have authority to control resources such as the endowment and who would decide how the funds were allocated. They further

queried who the decision maker would be for commercial activities. Officers assured the Member that the governance structure would not change as the Grant Funding Model was focussed on reframing the relationship between the City Corporation as a corporate trustee, and as grant funder, to give confidence to external funders who may wish to be involved. They confirmed that relevant decision-making responsibilities would continue to remain with the Hampstead Heath, Highgate Wood and Queen's Park Committee and the allocation of resources would form part of the budget setting process.

The Chairman asked whether there was confidence in the robustness of the assumptions regarding externally raised funding for years 0 to 3. Officers explained that, to give charities the best chance of success, no assumptions on growth in fundraising income had been included within the first transitional grant.

The London Council for Sports and Recreation (LCSR) representative asked whether Officers would consider improving the staffing structure at Hampstead Heath, given the insufficient resourcing in areas such as the Constabulary. Officers responded that while they would not consider a major restructure in the near future, part of the Natural Environment Charity Review would involve ensuring the teams of staff within the Natural Environment Charities were right-sized. Officers confirmed that recruitment was underway for four additional Constables. They also noted that as part of the business plan, a formal review would be conducted after the Constabulary had operated at its current full capacity for one year. The Highgate Society representative noted that in areas such as West Heath, the City Corporation was at risk of a serious incident occurring if the Constabulary did not have sufficient presence. The Chairman noted that it was important that the Metropolitan Police were not absolved of their responsibility for policing on Hampstead Heath.

The LCSR representative further asked how, if the Constabulary review concluded that additional resources were still required, this would be incorporated into the three-year funding cycle, which would commence before the review took place. Officers responded that there was a provision within the proposal for adjustments to be made if that were the case. They noted this would be subject to Committee approval and strong evidence would be required to support such a request. The Member expressed concern that reliance on grant funding could pose the risk of reduced resources for Hampstead Heath over time and stressed the need for greater transparency regarding the flexibility of the model in its early stages.

The Member also noted that while there were some positive expectations about fundraising, it was likely to be more difficult to raise money than it had been in the past. The Member also queried whether match funding had been considered in respect of major capital projects at Hampstead Heath such as the Hill Garden Pergola. Regarding the presence of a reserves policy, the Member asked how long it would take before there was sufficient reserve to match the policies. Officers responded that match-funding would be considered on a case-by-case basis. They explained that, where funding applications required match funding, the preferred approach would be to secure this from an external source rather

than using charity reserves. Using reserves would only be considered as a last resort. In relation to the Hill Garden Pergola, Officers noted that some funding would be available through the City Surveyor's Cyclical Works Programme to provide match funding for that project.

Finally, the Member expressed concern that, although there was a governance structure whereby decisions for the Charity were made by the City Corporation, there may be a perception that the Charity was entirely separate from the Corporation. They cautioned that such a perception might make it more challenging to raise funds in the long term. The Chairman acknowledged that there was a common misconception among the public that the City Corporation can use funds from business rates to support Hampstead Heath.

The Hampstead Garden Suburb Residents' Association (HGSRA) representative queried what lessons had been learnt from the West Ham Park and Epping Forest charities who had started operating through the Grant Funding Model. Officers explained that they were in the first year of this transition and that the most significant changes would only become apparent at the end of the year. They added that more insights could be shared once the fiscal year ended.

In response to the HGSRA representative's concerns, the Chairman noted that Hampstead Heath would not be a standalone charity as the City Corporation would remain the sole corporate trustee. The Member responded that this was reassuring and noted that they hoped this would be reflected in the arrangements.

The Hampstead Rugby Club representative acknowledged the rationale behind the change in the funding model but expressed concern about maintaining relationships with community groups under the new approach. They noted that some changes appeared to encourage more commercial partnerships and asked how this would be balanced with voluntary support and community engagement.

Officers emphasised the critical importance of these community relationships, highlighting that many of the outcomes contributed to promoting wellbeing, sport, and recreation. They assured Members of their commitment to keeping Hampstead Heath accessible for those who rely on it and to ensuring community groups remained integral to the overall management strategy. Officers further confirmed that the Superintendent's team continued to work closely with community and sports organisations. Additionally, they noted that the enhanced focus on fundraising creates opportunities for partnership working at all levels, including with community groups.

With regard to fundraising, the Highgate Society representative queried whether Officers would be advertising specific projects to attract donations. Officers responded that they would be putting a fundraising portfolio together and it would be important to consider a range of fundraising possibilities from more specific projects to general donations. The Member also asked how Officers would ensure fundraising was attracted across the Natural Environment Charities, rather than just the larger portfolios. Officers noted that a significant piece of work

was underway to develop a professional fundraising strategy. They explained that the new Head of Partnerships and Development would present a report on the initial progress at the next Hampstead Heath Consultative Committee meeting.

6. **HAMPSTEAD HEATH PONDS - VERBAL UPDATE**

The Committee received a verbal update from Officers of the Environment Department about the Hampstead Heath Ponds.

The Chairman gave William Upton KC permission to speak during this discussion.

The representative from the Hampstead Garden Suburb Residents' Association requested an update on the judicial review process of the City Corporation. The Chairman gave a brief update on the judicial review process, with a hearing due to be held on 17 December 2025.

The Member also asked how the Hampstead Heath Consultative Committee would be able to provide input into the outcome of the consultation. The Chairman noted that while both the City Corporation's Hampstead Heath, Highgate Wood and Queen's Park Committee, and Policy and Resources Committee would be involved in considering the outcome of the consultation, the decision-making framework was yet to be determined. Officers further explained that they wanted to ensure the City Corporation's Ponds Access Policy was considered in the correct sequence alongside the City Corporation's Gender Identity Policy and the Equality and Human Rights Commission's guidance. The Chairman confirmed that the Hampstead Heath Consultative Committee would have the opportunity to provide input on the discussion of the consultation's outcome.

The Deputy Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee asked whether, given the scale of the consultation and the revised timeline for the Committee's decision, Officers could indicate when an expected timescale would be confirmed. Officers advised that while they were working to establish this, as the consultation had not yet concluded and a peak in responses remained possible and they were reluctant to commit to a definitive timeframe.

In response to the Chairman's query about when the decision-making framework would be confirmed, Officers responded that this needed to go through the appropriate corporation governance routes so they could not confirm at the time what the timescale for this would be. The Chairman noted that consideration should be given to whether the decision would be more appropriately delegated to a senior officer or taken by the Court of Common Council.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

Hill Garden Pergola

In relation to the Hill Garden Pergola being listed on Historic England's Heritage at Risk Register, the LCSR representative asked what the City Corporation's response was to accelerate its restoration. Officers responded that they hoped

the Pergola's inclusion on the Heritage at Risk Register would create an opportunity for fundraising, as it had been identified as a significant asset requiring support. They noted that the City Corporation had allocated funding to develop a Conservation Management Plan, which would set out its commitment to maintaining the structure in good repair. Officers further explained that this would be a major, multi-million-pound project, accompanied by a dedicated fundraising campaign. They added that a project timeframe was being prepared to clarify what needed to be achieved, how it would be delivered, and when. In addition, they noted that work was underway to develop an understanding on the types of donors that might be able to contribute to this.

In response to a query about when the Conservation Management Plan would be expected to be brought to Committee, Officers responded that the fundraising report that would be brought to the Committee in January would include considerations of what could be done in the next fiscal year.

The Highgate Society noted the coverage this had received in local media and asked about the response the City Corporation had provided to this. The Chairman noted that a press release had been issued, and they had appeared on a local news outlet to address this.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was no urgent business.

9. DATE OF NEXT MEETING

Members noted that the date of the next meeting was Tuesday 13 January 2026.

10. EXCLUSION OF THE PUBLIC

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, Page 14 to which Part VA and Schedule 12A of the Local Government Act 1972 public access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

At this stage the Committee agreed to extend the meeting in accordance with Standing Order 39.

11. NON-PUBLIC MINUTES

11.1 Non-Public Minutes of the Hampstead Heath Consultative Committee

RESOLVED – That, the non-public minutes of the Hampstead Heath Consultative Committee held on 16 September 2025 were agreed as a correct record of the meeting.

11.2 Non-Public Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee

RESOLVED – That, the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 21 October 2025 were noted.

Matters arising

One further matter was discussed.

12. REMARKETING OF CAFES AT HAMPSTEAD HEATH

The Committee received a report of the Executive Director, Environment.

13. REMARKETING OF SPACE AT PARLIAMENT HILL LIDO

The Committee received a report of the Executive Director, Environment.

14. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions raised in non-public session.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was no urgent business raised in non-public.

The meeting ended at 8.44pm.

Chairman

Contact Officer: Zoe Williams
Zoe.Williams@cityoflondon.gov.uk

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Agenda Item 3b

Hampstead Heath Sports & Well-being Forum

18 November 2025 at 18:00

Parliament Hill Conference Room & MS Teams

ATTENDEES:

Members:	Richard Sumray (Deputy Chair, acting Chair)	Hampstead Heath Consultative Committee
	Joseph Lowe	Highgate Harriers
	Jennifer Lovell	Highgate Harriers
	Sandy Nairne	Hampstead Heath Croquet Club
	Judith Perle	Kenwood Ladies' Pond Association
	Emma Rea	Parliament Hill Fields Lido User Group
	Anandi Shah (joined 19:00)	Parkrun
	Scott Davis	Hampstead Rugby Club
	Deborah Bush (Online)	Pro-Active Camden
	Karin Oleinikova	Heath Hands
Officers:	Bill LoSasso	Superintendent, City of London Corporation
	Charlotte Williams	Head of Operations and Parks, City Corporation
	Paul Maskell	Events Manager, City Corporation
	Paul Jeal	Swimming Facilities Manager, City Corporation
	Colin Houston	Volunteer and Engagement Manager, City Corporation; Chief Executive, Heath Hands
	Helen Evans	PA to Superintendent, City Corporation (Minutes)

Enquiries: helen.evans2@cityoflondon.gov.uk

MINUTES

1. Apologies

Alderman Gregory Jones (Chairman), Felicity Moir, Cassie Bridger, Brian Presley, Susannah Behr

2. Minutes from 24 April 2025, actions and any matters arising

The Group reviewed the minutes from the last meeting and the following point was raised:

- a. 12-month review of the athletics track: Highgate Harriers sought inclusion in the contractual review of the construction of the track. Officers advised this was not a stakeholder liaison opportunity, but a contractual performance review between the client and contractor. An athlete was present to advise professionally.

3. Matters arising:

- a. Camden and Heath Hands to liaise for collaboration – action completed.
- b. Annual report on sports and wellbeing: This is designed to be an annual report looking back at the fiscal year. It will include the changing room legionella issue. The sports clubs will be asked to provide information to include in the report. A template for it will need to be designed. Event applications: Covered later in agenda
- c. Camden and kids' cricket: DB and CW will discuss before the next PAC meeting.
- i. Defibrillators: The City Corporation will disseminate its map of locations of defibrillators on the Heath. Officers will discuss options for a defibrillator on the Heath with the rugby club. BL noted that initial communication had already occurred with the rugby club.

Action: CW – Create a template to get feedback from the groups and produce an annual report or a summary of activities and updates in 2025-26.

Action: CW/DB - to liaise on cricket during off-season period.

Action: CW - Defibrillator map to be circulated.

Action: BL/CW - to look into feasibility of a defibrillator for public-use near changing rooms.

4. Events Policy and booking procedures

PM gave a detailed presentation on events, including details on the framework and origins, operations, financial and resource implications, legal and licensing, applications, as well as a forecast on the future of events at the Heath. The following points were raised:

- a. The Events Policy is due for renewal, and this will include a review of the application form process, fees, and review timelines. BL noted the significant number of events that were reviewed and delivered in the past year despite only having one Officer working on events, and as only part of their remit. PM committed to this in 2026 and agreed to accept suggestions via email. There was broad agreement in an aspiration to simplify applications for small/non-complex events where possible.
- b. Larger events for 2026 include:
 - i. Highgate Harrier London 5k – discussions ongoing; date pending.
 - ii. Night of the 10K – Occurring in May.
 - iii. London international XC – Occurring in February
 - iv. London Youth Games – participation from 32 boroughs; occurring in November.
 - v. Duathlon – Occurring in September, date TBC, discussions are underway.
- c. Events are considered either commercial or community, and Officers agreed this would be further clarified as part of the review.
- d. The group suggested a balance of trying new events and bringing back tried-and-tested successful events. Among the discussion were:
 - i. An open-air cinema
 - ii. Diversity in event offerings
 - iii. Free events for inclusion
 - iv. Give it a Go - City Corporation Officers noted that external support would be needed to deliver this event again.
- e. It was mentioned that communications around events could be improved, to encourage local interaction.
- f. Hampstead Rugby Club raised an issue with the use of the kiosk as a café being discontinued, which they stated affected the club. BL noted that conversations had occurred separately with the club as part of formalizing the club's use of the Heath more broadly.
- g. Officers are considering the impact and future management of Parkrun

Action: PM – review the Event Policy in 2026, including the application form, liaising with the Forum's representatives on this.

Action: BL – Continue discussion with the rugby club on permitted uses of the Heath.

5. Terms of Reference and discussion on plans and objectives for 2026-27

CW suggested that for meetings of the S&WF going forward, we keep the meetings strategic, each one having a theme and speaker, with work being collaborative. The discussion brought up the following key points:

- a. Event communication & annual comms plan: early coordination and reach are required for success.
- b. It was suggested that for future meetings we take a theme from the HH strategy and explore in detail, gaining contribution and closing the loop.

Action: BL – ToR do not yet reflect the agreed two reps for Swimming: update and circulate.

6. Updates from City of London Corporation:

a. Heath Extension Changing Rooms

The changing rooms on the Heath Extension are closed again due to Legionnaires. This is a persistent and complex issue for the City Corporation. HRFC noted this is affecting their operations and membership.

Action: CW – to look into the changing room offer from HRC to help identify a solution.

b. Swimming Facilities and Aerators

Officers covered the various works taking place across the swimming facilities.

c. Athletics Track

Officers mentioned recent quotes to renovate the shotput have come back between £7 - 30k. Officers are seeking specifications and breakdowns of quotes, and funding is being investigated.

Action: CW – to begin collecting data on individuals using the track.

7. AOB

- a. Members were encouraged to disseminate the consultation on the ponds with user groups.
- b. Cafes remarketing: Officers confirmed that the matter was being considered by the management committee in December.
- c. BL reminded the group that only one representative was permitted per group and that this requirement of the Terms of Reference would be observed.

8. Agenda and date for next meeting

Some suggestions for the following meeting include:

- a. Communication and working collaboratively on impact, mapped to the Heath management strategy.
- b. Strategic discussion on events, including gaps in audience, e.g. Give It a Go, could evolve to have a focus on drawing women's participation.
- c. To look at the Forum's principles and how we will achieve them – considering improved inclusion for women, ethnic minorities and disabled people, e.g. lighting considerations for women's safety to encourage access.

Next meeting: TBC

End of meeting: 19:47

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Agenda Item 4

City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee (For Information) Hampstead Heath, Highgate Wood, and Queen's Park Committee (For information)	Dated: 13 January 2026 3 February 2026
Subject: Assistant Director's Report (Hampstead Heath)	Public report: For information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes	-Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director, Environment Department
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report provides Members with an update on matters relating to Hampstead Heath since the last update to committee of the Hampstead Heath Consultative Committee (16 September 2025) and the Hampstead Heath, Highgate Wood, and Queen's Park Committee (21 October 2025).

Recommendation(s)

Members are asked to:

- Note the content of this report.

Main Report

Report format

1. The Assistant Director's Report aligns with the four strategic themes and ten priorities of the Hampstead Heath Management Strategy. Additional matters of interest and importance are covered in an "Additional Relevant Matters" section if and as needed.

We protect and conserve the Heath

Priority 1: A mosaic of natural habitats is maintained and flourishes

2. As of 10 December 2025, Officers have received planning permission and permission to start work for the Model Boating Pond project from Camden Council. The planning application was validated on the 27 May and planning consent was granted on 7 October. Officers are working with specialist contractors to schedule work for early in the new year. The project is expected to take approximately three weeks once work commences.
3. In October and November, the yearly bat box checks on the Heath were undertaken. Whilst only three bats were recorded this year, this was the 10th year of monitoring the boxes and 90 bats as well as over 50 bird nests have been recorded during this time. In the form of bat droppings there is also evidence that many more are being used, alongside their use by several invertebrate species. 27 bat boxes are currently monitored across Hampstead Heath.
4. As part of the Climate Action Strategy (CAS), the Conservation Team and Senior Ecologist have installed over a dozen leaky dams across the Heath, which are small scale natural flood management structures that slow down water flow and help to reduce

flood risk and enhance local ecosystems. Decompaction and small water diversion works on Parliament Hill were undertaken in late October to address runoff and flood issues. Initial works were undertaken by the Conservation Team followed by a Heath Hands-led session with volunteers from Camden.

5. Diffused aeration systems have been installed on the Mixed and Men's Bathing Ponds, as well as Hampstead No.2 and the Model Boating Pond. These systems are replacing older systems and will aid with water quality and improve oxygen levels for aquatic life. These systems are due to be operational by mid-December once electrical connections have been upgraded.
6. The Senior Ecologist attended a workshop organised by the Heath & Hampstead Society to host local veterinary practices and share information and ideas on how to reduce pollution from veterinary parasiticides. Officers thank the Heath & Hampstead Society for their support in this area of concern.
7. The Conservation Team has been undertaking hedge laying as part of annual works. Hedge No.1 at Parliament Hill has been laid in a repeat of works carried out in 2009 to maintain the lower hedge as a thick hedgerow habitat for nesting birds.
8. The teams have been carrying out autumn/winter tasks, which includes hedge cutting, cutting back spent flower heads and foliage on some of the perennial plants in the winter borders, leaf clearing, and re-establishing the planting displays. Some spent flower heads have been left to extend the structure and interest of the borders as well as provide excellent visual interest on frosty mornings.

Tree Team update

9. During October, the Tree Team responded to a birch tree failure near Spaniard's Road, which fortunately did not cause any damage. A mature *Robinia* stem fell in windy conditions at the edge of the meadow above the Mixed Pond and was cleared from the grass. A large declining poplar tree by Highgate No.1 Pond was further reduced to maintain stability and habitat, while a mature sycamore with basal decay was reduced to a habitat trunk along Cuttings Path. The Team also cleared a fallen willow opposite the Men's Pond and removed a large ash limb near the Millfield toilets. Ahead of path repair works, the oak trees along the Zoo Path were lifted and dead-wooded, and a dead mature birch was removed from the water garden at Golders Hill Park. Various other trees across the site had dead and hanging branches removed. Tree Risk Zone inspections were carried out at Golders Hill Park, the dams and the play areas.

10. A notable highlight in October was the remeasurement of the UK Champion Wild Service Tree in West Heath for the first time since 2017. It now stands at 28.2 metres, an increase of 1.5 metres, retaining its champion status for the species as the tallest in the UK. The team also hosted a walk with DEFRA along the Hampstead Heath veteran tree trail, discussing management, ecology, and pest and disease updates.
11. In November, the Tree Team lifted trees from the entrance at Gospel Oak to the One O'clock Club to allow contractor access. Dead wood was removed from a large Cappadocian maple along Cuttings Path, and diseased branches were pruned from London planes along the horse ride on the Heath Extension. A large red oak at the top of Lime Avenue was reduced along the main footpath. The Team also received training on the newly acquired DynaTree stability assessment equipment, funded by the Carbon Removals Project. This tool will help inform balanced management decisions, enabling the retention of trees with dysfunction while continuing to provide ecosystem benefits. Tree Risk Zone inspections were undertaken at Sandy Heath, West Heath internal paths, and Lime Avenue. Ecological work included haloing veteran trees at South Meadow and Wildwood Road.
12. From 23 to 29 November, two members of the NLOS Tree Team joined colleagues from Burnham Beeches, Epping Forest, and Spanish arboriculturists on a study and continuing professional development tour in the Basque Country. The team worked on veteran beech pollards originally cut by City Corporation staff in 2007, whose responses were studied in detail in 2009. This collaborative work has informed guidelines for prolonging the life of old pollards and preserving both their heritage and the fragile ecological assemblages they support. The trip provided a rare opportunity for staff to work together, share ideas, and strengthen international collaboration. The City Corporation also signed a concordat with the Ancient Tree Forum to formalise best practice in veteran tree management. This initiative aims to ensure all relevant staff obtain VetCert certification, benefiting the management of these special trees. While some team members already hold VetCert accreditation, others are preparing for it.

Camden Nature Corridor

13. The Camden Nature Corridor (CNC) is a community-led initiative coordinated by the Heath & Hampstead Society to create a biodiversity corridor from Hampstead Heath southward through small nature reserves and new housing development into central Camden. The CNC is designated, priority infrastructure into the new

Camden Local Plan 2026-2041 and included in the GLA's Local Nature Recovery Network.

14. A key CNC objective is to make Hampstead Heath's biodiversity and habitats more resilient to growing visitor pressure from an anticipated 3000 new homes and new routes to the Heath being developed immediately south of the Parliament Hill area. In so doing, it will also bring health benefits associated with Heath biodiversity to these communities.
15. NLOS has been an active participant in CNC design. One element of this is to improve habitats for biodiversity in the Parliament Hill area, including new hedgerow and scrub planting and swales for wetland creation and water management. This plan is captured in the proposed Parliament Hill Improvement Projects identified for external funding in the Hampstead Heath Five-Year Business Plan (2025).
16. To finance its development, including this work on Hampstead Heath, the CNC will seek grant, CIL, Section 106 and BNG-offset funding. The Society would like to work closely with the City Corporation to secure resources for these improvements in the Parliament Hill area and improve engagement with existing and new communities nearby.

We protect and conserve the Heath

Priority 2: Heritage aspects and landscape character are maintained

17. Following Historic England's announcement in November that elements of the Pergola and Hill Garden have been added to the Heritage at Risk Register (HARR), the City Surveyor's Department has commissioned a consultant to produce a conservation management plan, due to be completed by summer 2026. An initial feasibility report has indicated that the restoration of the site via a phased project will require an investment of well over £4m and over 40 months of work.
18. This project represents potential for a significant capital fundraising campaign, and an opportunity to engage local stakeholders and new audiences from the outset in this high-profile project for Hampstead Heath Charity. The aim is to remove the Pergola from the HARR and ensure it will be accessible and enjoyed by all for generations to come. Officers will develop and share a 'Case for Support', outlining the ambition, expected timeframe, and budget for the project.

Potential supporters will be consulted and engaged throughout, including an expression of interest (EOI) to the National Heritage Lottery Fund.

We protect and conserve the Heath

Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values

19. Parkguard security officers were appointed for the Lido from 23 May to 14 September 2025 to assist staff with crowd control and ongoing and increased anti-social behaviour. This support ensured there was an overall reduction in anti-social behaviour compared to previous years and much better crowd control on hot days, and the security presence played a vital role in improving staff safety and customer experience.
20. Planning permission has been granted for new photovoltaic (PV) panels to be installed on the southern and south-western roof space of the Lido. This project will coincide with electrical upgrades to the Lido. Both projects will commence in the new year and be completed before the end of March 2026. It will ensure PV panels are extended across the remaining roof spaces. This project is being delivered by the City Surveyor's Department.
21. Officers have noted an increase in problematic cycling on the Heath, including cycling at excessive speeds on permitted cycle routes, cycling in unpermitted areas, and collisions and near collisions with pedestrians. In response, Officers will be focusing efforts to better promote safe cycling in 2026 and enforce cycling in unpermitted areas. This will involve increased enforcement by the Constabulary, made possible through the addition of three appointed new Constables via the ongoing recruitment effort, targeted and appropriate signage, traffic calming measures that slow cyclists in high-traffic areas while not impeding accessibility for others, and proactive messaging via social media and other forms of media.
22. To address challenges on the Heath regarding the use of Lime and other e-bikes, Officers engaged with Lime Bike in the second half of 2026 to instruct them where cycling is and is not permitted on the Heath, address cycling in unpermitted area, address the use of pedal-assisted Lime bikes at excessive speeds on the Heath, and address an ongoing issue with abandoned Lime bikes on the Heath that takes up Officers time to address. As a result, Lime has agreed the following updates
 - a. Lime bike's geofence has been updated to ensure that its pedal-assist feature will only work on permitted cycle routes on the Heath

- b. Lime bike's pedal-assist feature will only allow for a top speed of 12 mph to be reached, which is aligned with the Heath's cycling policy
- c. Lime bike's geofence has been updated to disallow users from abandoning bikes on the Heath following a ride

23. Lime bikes will remain able to be used as a normal bicycle, without the pedal-assist option, anywhere on the Heath, just as any bicycle could be used. These new improvements, however, are welcomed by Officers working on the Heath, who report improvements in the experience of Lime bike use on the Heath. Officers are engaging with other e-bike companies in an effort to effectuate similar updates and improvements.

The Heath enriches our lives

Priority 4: Improved physical health, mental health and emotional well-being

24. The football and rugby season began on the Heath Extension on 15 September 2025. Three football clubs now use the Heath Extension and play regular games. Only the junior rugby team are now using the Heath Extension due to issues with the changing rooms and on-going detection of Legionella.

25. The changing rooms on the Heath Extension remain closed. They have been disinfected multiple times and tested for Legionella, but without constant use, Legionella remains a high risk. For a trial period, the showers were physically turned on twice a week by the Golders Hill Park team and once a week by a CBRE engineer to carry out a third flush. However, this task was time consuming and costly, and is not a sustainable management approach. It is also not sustainable given the significantly limited use of the changing rooms, which are only used at weekends for 6 months of the year.

26. Officers are investigating how to attract more usage of the pitches and changing rooms, but also need to consider damage to the pitches from overuse and wet conditions, which can lead to injuries and costly repairs.

27. Officers need to fully consider the complexities and the financial and staff resource needed to control Legionella and in determining how to proceed. Officers been presented with several options by the City Surveyor's Department, the costs for which are being developed to further inform decision making, which are:

- Option 1: Decommission the areas that have been testing positive and install filters on the area remaining in service, but this would involve modifying pipework within the building and replacing the filters every 90 days.

- Option 2: Decommission the areas that are testing positive and not proceed with the filters.
- Option 3: Keep the entire changing room operational and complete an additional clean and disinfection and continue to monitor the situation for recurrence of Legionella, which is likely. This option will result in repeating an approach that has already been unsuccessful.
- Option 4: Keep the entire changing room operational, complete an additional clean and disinfection, and install filters to all the changing rooms.
- Option 5: Decommission the entire building.

28. Officers have requested for the City Surveyor's Department to provide the timescales to implement each of the options, the estimated costs, the on-going maintenance/servicing required by teams to maintain and keep the changing rooms operational, as well as the probability of ridding Legionella and the related impact on staff and resources. Decision-making will depend on the information received.

29. The cricket season ran until 21 September 2025 on the Heath Extension. Regular maintenance has been carried out on the pitches and squares, and it was very busy over the summer months. Positive feedback has been received from local clubs about the cricket facilities. Weekly games were also played at Parliament Hill Fields, and the cricket season concluded on 8 September 2025.

30. The bowling and croquet season ran until 28 September 2025. Both the bowling and croquet clubs have played regular games and held several competition matches. The clubs also had open days for members of the public to try the sports, and to grow their membership. End-of-season renovations were carried out to maintain the high quality of the greens.

31. Parliament Hill Athletics Track continues to be well used by many clubs, schools, colleges and universities for athletic meetings, PE sessions, sports days and training sessions. From July to mid-December, over four thousand people have participated in organised training and events at the Athletics Track. This includes over thirty schools, two Camden School Sports Association events plus the usual club training nights and two corporate events. This includes the Highgate Harriers London 5000m open meeting, which is planned to be an annual event, and the London Youth Games on 8 November in which 2000 competitors participated with a large crowd of spectators.

32. The Gardening Team has been hosting volunteer sessions with Heath Hands at the Hill Garden and Pergola twice a week and in Golders Hill Park twice a week. These sessions provide essential maintenance support to the teams and provide an opportunity for the volunteers to improve their physical and mental health and wellbeing.
33. The Ladies' Pond aeration system has been working well, which helps with water quality and addressing algal blooms. However, the Ladies' Pond was closed due to very high levels of potentially toxic blue-green algae on 27 September. After taking regular testing and following advice from the World Health Organisation, the Pond reopened on 21 October. New aeration systems were installed at the Men's, Mixed and Hampstead No.2 Ponds at the end of November.
34. Several events have been held across the Bathing Ponds. This included the Hampstead Mixed Pond Association's end-of-summer-season celebration on 28 September, which was well attended. Hampstead Heath Winter Swimming Club commenced at the Mixed Pond on 28 October. The Kenwood Ladies' Pond Association celebrated their 40th anniversary on 21 September on the Upper Meadow, which was successful and well attended. The Ladies' Pond also celebrates its 100-year anniversary in 2026.
35. There will be a couple of events held at the Ponds over the festive season. This includes the traditional Christmas Day Lifebuoys' Race, which commences at 11.00 am which is followed by refreshments and festive music provided by the Lifebuoys. The traditional New Year's Day swim will also be held at the Ladies' Pond.

The Heath is inclusive and welcoming

Priority 5: Increasing social inclusion

36. Following an audit of signage on the Heath last year, and alongside the corporate identity review by the City Corporation, Officers are currently prioritising signs for removal, replacement and repair based on their condition. As part of the review, Officers will be proposing designs that 1) highlight the charity status of the organisation 2) are clear and easy to understand 3) are physically robust to endure the weather over time and 4) are in keeping with the natural and built environment of the Heath. We anticipate a phased approach, with signs only replaced at the end of their lifecycle. Given limited funding available, the full replacement of all Heath permanent signage will take multiple years.

37. The Golders Hill Park bandstand hosted five summer concerts including the London Youth Community Band on 6 July, ENJO English Jazz Band on 13 July and London Saxophone Choir on 3 August 2025. The bandstand was also hired out by local residents for birthday parties.
38. Over the summer months, the Zoo Team hosted ten work experience placements for students looking to gain hands on experience. The team also worked with the Learning team and welcomed 120 school children to the Zoo in September, to learn about the Zoo collection.

The Heath is inclusive and welcoming

Priority 6: Diversity and equality

39. The sandpit area at Golders Hill Park remains closed to the public, but as previously noted, the NCIL funding application for £65,000 to Barnet Council was successful. Officers are working with Procurement to appoint an external contractor so the work can commence as quickly as possible. The new sandpit and play equipment will be accessible, inclusive and welcoming and will meet play safety standards. Officers are grateful for this new partnership with Barnet Council and look forward to continuing to work together.
40. The annual play safety inspections were carried out on all the playgrounds in October 2025 to ensure the play equipment remains safe and accessible and inclusive and welcoming for children of all ages.
41. The Lido took 15 school bookings in July for their end-of-term school outings, involving 30 children per booking. Water Safety Awareness sessions were also provided by Lido lifeguards to two local primary schools over a two-week period in July.
42. Dost is a registered charity that offers young refugees and migrants opportunities in London, helping to establish community, equipping them with skills and connections. Dost liaised with staff at the Lido and attended three afternoon sessions in July, August and September; 25 young refugees from various backgrounds had the opportunity to swim at the Lido. 15 refugees from Western Sahara came in August for their first ever Lido experience.
43. Cold-water swimming classes were offered to NHS workers at Parliament Hill Lido. Sessions took place every Tuesday during July, August and September.

Mental health swims have continued on a monthly basis from July through to December.

44. Parliament Hill Lido continues to be inclusive and welcoming and will be hosting two charity events in early 2026: Crisis Icebreaker charity dip on 7 February and North London Hospice charity dip on 28 February 2026. Parliament Hill Lido User Group (PHLUG) will also hold a Winter Solstice Swim on 20 December, and donations will be made to a local foodbank.

Ponds access

45. The public consultation ran for 8 weeks and closed on 25 November. Focus groups were held on the 28 and 29 November. The public consultation received 38,742 responses. Responses and focus group feedback are currently being analysed independently by Tonic, and the report will be available in the new year.
46. Once the results of the consultation exercise have been analysed, Members will be asked to review the findings and make a final decision on the Ponds Access Policy, taking into account our legal and regulatory duties, equality impacts, safeguarding responsibilities, and practical enforcement needs.
47. As Members are aware, Sex Matters subsequently initiated judicial review proceedings against the City Corporation regarding the access arrangements at the Ladies' Pond and the Men's Pond. The claim is being robustly defended with the assistance of leading counsel. The permission hearing for the judicial review took place on 17 December. A decision on permission is expected early in the new year, and Members will be updated verbally at Committee.
48. Our priority remains to ensure that we provide a safe and respectful environment for everyone.

Together we care for the Heath

Priority 7: Increased sense of collective ownership and personal responsibility &

Priority 8: Visitor behaviour is pro-environmental

Learning Team update (September–November 2025)

49. During autumn 2025, the Natural Environment Learning Team delivered an active programme supporting children and young people to build strong

connections with nature - an essential foundation for lifelong pro-environmental behaviours.

50. Over 1,750 school students took part in outdoor learning sessions such as orienteering, eco-art, and habitat exploration. While many children growing up in areas of economic disadvantage are missing out on out-of-classroom learning experiences, our school programme participants came from boroughs experiencing high levels of child poverty, including Tower Hamlets, Haringey, and Camden. The programme provides access to outdoor experiences that may otherwise be unavailable for these children, along with a boost to wellbeing, nature connection, and confidence to explore outdoors.
51. Over 2,800 children and families engaged across two play centres. With opportunities to play outside being eroded while London's residents have the least amount of greenspaces per person in any region, the centres ensure that more people, regardless of background or circumstance, can play freely in nature and connect with one another.
52. The participation figures for September to November are lower than 24/25 figure. This year, 30 school sessions were cancelled or postponed at short notice, often due to high winds or very cold weather (equivalent to 900 participants, whereas during this period last year only seven sessions were cancelled), and whilst these sessions were rescheduled some dates are pushed back to December or the new year. In addition, there is a crucial barrier for schools: our website does not display our bookings email address, instead it contains a link to click to send us a message. Many school servers block links like this from loading and we know this happens because teachers tell us over the phone or contact us from their home computer, via the website. This reduces the likelihood of a new school choosing us over somewhere they can contact smoothly and efficiently. We understand that there is a policy to use clickable links, and not display an email address, however, this is potentially impacting on our bookings. That said, Q4 are fairly strong, so we should meet our targets. YTD, the play centres have engaged 15,400 participants which 79% of the 19,500 annual target, and the school programme has engaged 7,024 participants which is 71% of the annual 9,900 target.
53. The youth project worked with groups from pupil referral units and SEND schools, offering tailored programmes that supported confidence-building, well-being, and positive nature connection.

54. Wates, a City Corporation building contractor, donated a full day of volunteer labour and all materials to improve the Learning Team Adventure Playground including a new planting area, log circle, and fruit trees. This contribution, valued at £20,000, provided infrastructure that enhances both biodiversity and learning experiences. These improvements build on the new butterfly and bee bank, created through the Young Green Changemakers Project, funded by the City's Cultural and Creative Learning Fund and delivered in partnership with Heath Hands, the Heritage Team, and the Environmental Resilience Team.
55. Together, these initiatives enrich biodiversity while giving young people meaningful opportunities to participate in planting, stewardship, and environmental action - strengthening confidence, agency, and pro-environmental behaviours.

Together we care for the Heath

Priority 9: People treat the Heath and other visitors with respect

56. Overnight trespassing continues to be a concern at the Ladies', Mixed and Men's Ponds, particularly during the summer months. People gain unauthorised access, swim out of hours, have BBQs, damage property, and leave significant amounts of debris and waste. This included damage to the wooden rowing boat at the Ladies' Pond. Significant debris was also thrown into the Pond, resulting in a diving ban imposed while lifeguards searched and retrieved items. A full scuba diving search and litter pick of all three bathing ponds is scheduled for spring 2026 and work is being progressed to review security measures, which includes access, CCTV cameras and additional patrols out of hours.

Together we care for the Heath

Priority 10: Responsible management

57. The London in Bloom Award ceremony took place on 20 October at RHS Wisley. Golders Hill Park was awarded a Gold award in the London in Bloom Large Park over 25 acres category. The Hill Garden was awarded a Gold in the Small Park category and the Pergola was awarded a Gold in the Walled Garden category. These awards are a testimony to the care, hard work and dedication of the teams as well as Heath Hands volunteers who maintain and develop Golders Hill Park and the Hill Garden and Pergola.

58. The Gardening Team along with Heath Hands volunteers have been working on the planting area around Tom's Pond in the flower garden at Golders Hill Park. The failing *Buxus sempervirens* hedging and failing roses has been removed. The plans are to redevelop and re-plant this area next year, which will be led by the recently appointed Head Gardener.

59. The welfare of the Zoo collection and their enclosures is of paramount importance. The Eurasian Eagle Owl enclosure had a new roof, and the Zoo Team along with Heath Hands volunteers carried out work to renovate the enclosure. The wading bird enclosure requires significant remedial work, so it was agreed to move the nine birds to Birdworld in Surrey on 03 September. The wading birds have settled-in well and remain in good health. The Zoo Team has screened off this enclosure, whilst work continues on the redevelopment plans for this enclosure.

60. The Zoo Team has conducted over a hundred surveys within Golders Hill Park. This includes butterflies, bumblebees, dragonflies, and damselflies. The new wildlife garden has also been surveyed, and a new reptile transect has been set up. The results will inform maintenance, and responsible management will be carried out to ensure the species and their habitats are enhanced.

61. In October, the Zoo welcomed five male harvest mice to the collection. Information and updates are shared with members of the public through the Zoo's social media channels and newsletters. The Zoo Head Keeper and an apprentice attended a BIAZA Harvest Mouse Workshop to learn about conservation programmes and practice survey techniques.

62. Golders Hill Park Zoo underwent its full Zoo licence renewal inspection on 24 October. The inspection went well, and the inspector was very complementary about the Zoo and its achievements. A few conditions need to be completed in the coming months.

63. The perimeter wall at Parliament Hill Lido needs urgent temporary stabilisation using external wooden props. This is due to subsidence and movement and is being addressed by the City Surveyor's Department whilst a longer-term solution is being discussed. The props are planned for installation in January.

64. There will be extensive work to refurbish the public showers, toilets and changing space at the Men's Pond in early 2026. This work is part of the Cyclical Works Programme and is being led by City Surveyor's Department. The main jetty repairs were completed in November and the diving board will be repaired and reinstated in January 2026.

65. Further maintenance work has been carried out at the Ladies' Pond. This included remedial works to the walls and shower units in the public shower area, and repairs to the flooring and doors. This resulted in the Ladies' Pond being closed for a week, but women-only swimming was transferred to the Mixed Pond during these works from 3 - 9 November.
66. The new leisure management system (LMS) planned for the swimming operations continues to progress, with technological features and integration being advanced. The project is on track to support season ticket holders and pay-as-you-go swimming. Implementation of the booking system is on track for the start of the 2026 season, with its launch in spring. Training has been given to frontline staff to learn how to use the new system. Consultation with the swimming user groups has also been carried out, with regular updates at the Swim Forum meeting held in November 2025. Replacement kiosks for Swimming Stewards are required at the Men's and Mixed Bathing Ponds to accommodate the new hardware that is necessary for the LMS. Planning permission is being sought, with procurement of the kiosks to follow.
67. The City Surveyor's Department has informed Officers that they are projecting a significant overspend for the current financial year on reactive maintenance works, and as a result, spending controls are being put into place through 31 March 2026. This will result in prioritising absolutely necessary tasks and those that are statutorily required, or those that can be funded alternatively, and deprioritising other works. It is hoped that the ongoing investment and improvements being made via the City Surveyor's Department's Cyclical Works Programme will improve the overall state of the estate, thus reducing the need for reactive repairs.
68. Officers have been informed of planning permission that has been granted by Camden Council for the installation of a 13-meter-high telecommunications mast on West Heath Road – just east of Platt's Lane - on land owned by Camden Council jutting into the street and adjacent to the Heath. Officers are conferring with the company on tree works that are being requested to install the masts, and Officers are conferring with Camden Council on the seeming oversight in consultation with the City Corporation on this application.
69. Trenching works at Golders Hill Park for the new electrical ducting around the orchard and from the tennis hut up to the Zoo complex began in mid-November and were completed in early December 2025. The existing cabling wasn't fit for purpose, and this work will ensure a better and safer electrical system.

70. CCTV needs to be installed at the Golders Hill Park Zoo to ensure security and to meet the requirements of the Zoo Licence. The cost is being covered by the City Surveyor's Department, as part of the electrical upgrade work for Golders Hill Park. The poles, which will mount the CCTV cameras, will require planning permission from Barnet Council, as the poles need to be 5 metres above ground.

71. A staff bothy has had a complete refurbishment, and the main staff bothy will be refurbished in the new year.

72. Many of the pathways are being refurbished in Golders Hill Park. The cost is being covered by the City Surveyor's Department. The identified paths are being replaced with tarmac and edging boards making them safer and accessible for visitors. The drains are also being re-aligned near to the cafe towards the Zoo and toilets. This work should be completed by 19 December.

73. Fencing repairs have been completed across the Heath, which has included new wooden double gates to the cricket enclosure and area next to the paddling pool.

Additional relevant matters

74. One of the Zoo apprentices passed her Level 3 Keeper and Aquarist qualification and will be leaving when her contract ends in March 2026.

75. The Zoo Team is currently recruiting a new apprentice, and 400 applications have been received for this position. The recruitment and selection process is now underway.

76. The Zoo Head Keeper has started his DMZAA qualification (Diploma in the Management of Zoo and Aquarium Animals).

77. There was a successful recruitment for the position of Head Gardener for Golders Hill Park, the Hill Garden and Pergola. The new Head Gardener will be commencing in early January 2026.

78. Recruitment is underway to fill the position of Ranger at Golders Hill Park. Interviews will be taking place in January 2026.

79. Three Constables were successfully recruited, with anticipated start dates in late January or early February. Recruitment will continue for the last remaining vacancy.
80. Recruitment for a Head of Conservation was not successful, unfortunately, and another recruitment campaign is underway to fill this critical post.

Remarketing of cafes

81. The remarketing of the cafes on Hampstead Heath has now concluded. The Hampstead Heath, Highgate Wood, and Queen's Park Committee has awarded leases to the three cafes on the Heath to Daisy Green - an independent, family-owned business with 18 locations across London, including a public park. Each location has its own style, feel, and aesthetic. They do not have an identical or homogenous identity or layout. They are not franchises. This commitment to individuality will remain for the cafés on Hampstead Heath, and each location will be uniquely considered based on its surroundings, taking inspiration from the architecture of the buildings, and the local surroundings, personalities and influences, while maintaining familiarity and continuity in the building where appropriate and possible for existing customers.
82. As previously noted to this Committee, each café was marketed as an individual opportunity; the cafés were not collectively marketed as one opportunity for which one submission could be made. Interested parties were required to submit individual submissions that reflected their offer for each individual cafe. This approach was communicated to interested parties, and any submissions that made one single offer for the collective operation of multiple cafes were rejected.
83. The remarketing process was not a profit-driven exercise. In reviewing submissions for the award of new leases, consideration was given to a number of factors, including café concept, menu and food offer, environmental management, community and social value, management approach, and experience and references, as well as the financial offer and overall strength of the business plan. The Charity's commitment to this approach, and its focus on numerous non-financial factors, was proactively communicated via press release and other media communications, the marketing agent's website, the agent's communications with interested parties, and in the marketing materials and submission requirements that were provided to interested parties. It is Officers' understanding that some potential operators that initially expressed interest in this leasing opportunity ultimately opted out of submitting proposals upon learning of and due to the requirement to submit such detailed information

regarding the quality (i.e., non-financial) elements of their offer, underscoring the effectiveness of this communication.

84. The remarketing of the Heath cafes received a strong response. Some prospective operators were interested in the lease at more than one cafe, and they submitted separate submissions as per the requirements of the remarketing exercise.
85. Daisy Green's proposals for each café were tailored to that specific property, and all were deemed reflective of a high-quality offering. Strengths of the offers made by Daisy Green include, but are not limited to: concepts that are unique to each cafe with quality aesthetics and decor - including art and children's programmes; high quality yet accessible menu offerings – including local ingredients and local business patronage; quality affordable menu options at each café that cater to dietary requirements; strong sustainability and environmental credentials, including a recently commissioned report on the company's Environmental, Social and Governance (ESG) performance and targets; anticipated B-Corp certification in 2026 - reflecting their commitment to creating a material positive impact on society and the environment through their operations; paying the London Living Wage for all non-under-16 intern staff; strength and variety of existing and proposed-for-the-Heath community and art programmes, charitable activities, and support and fundraising for local charities; strength of operational management and oversight; extended opening hours; and demonstrable experience and success in other and varied high-volume locations. In addition, Daisy Green is committed to retaining existing staff at the cafes, where possible, providing continuity at each location.
86. Daisy Green will also make significant investment in both the cafés and catering operations at each site - both inside and out - including new planting and greenery to further improve the aesthetics and environment of the cafés and improve their integration with the Heath.
87. Officers are now actively progressing the next steps on the transition to a new operator at each cafe, and are liaising with Daisy Green on the provision of an interim food and beverage service on the Heath while the interior fit out of the cafes occurs. In addition, the City Corporation will be completing its own scheduled works to the exterior of the buildings in parallel with the new operator's interior works in early 2026. It is anticipated that all works will be completed by spring 2026, and the City Corporation is working to minimise any service

disruptions during this time. Access to the Heath and its recreation assets will not be affected. Additional information will be shared with this Committee in due course.

88. The City Corporation recognises and values the contribution that the existing operators have made over the years, and while it is appreciated that the result may be disappointing, wishes them well in their other existing and future business endeavours. We remain committed to ensuring that the cafes continue to thrive as welcoming hubs where people can meet and relax and are focussed on supporting a smooth transition and a positive future for these important community assets.

Events update

89. Hampstead Heath Duathlon – 7 September 2025: The 26th Hampstead Heath Duathlon – affectionately known as the “Pondathon” – was another outstanding success. Delivered in partnership with Hampstead Rugby Football Club, the City of London, and the Jubilee Hall Trust, the event continues to grow in profile and remains one of the most cherished community sporting occasions on the Heath. Hundreds took part, and the event was inclusive, fun, and welcoming to all abilities.

90. London Youth Games – 8 November 2025: One of the highlights of our calendar, the London Youth Games is all about participation, energy, and fostering a lasting culture of sport and community. This year we welcomed over 2,000 youth runners from 32 boroughs, with Parliament Hill once again at the heart of London grassroots athletics. These races also provide perspective: many future elite athletes begin here. Mo Farah, among others, first competed at the Youth Games at Parliament Hill. Following the youth races, the London Senior Cross Country Championships ran successfully, attracting over 600 men and 400 women – one of the best-attended editions in recent years.

91. Officers are in discussions about bringing back our second major cross-country event: the International London Cross Country on the 7 February 2026. We hosted this event successfully in 2023 to great acclaim, marking the first international competition on the Heath. Feedback was overwhelmingly positive, showcasing both the iconic course and the professionalism of our operational delivery. Reintroducing the International London Cross Country would reinforce

the Heath's position as one of the country's premier cross-country venues, with national and international visibility.

92. John Parnum's Christmas Fayre – 20 November-18 December: This year, the fayre has been scaled down to a small children's event with the accompanying Christmas tree retail. This approach balances community enjoyment with responsible winter site management.
93. Officers continue to host and oversee filming on the Heath as a means of generating income in a balanced and managed way. Recent activity included a two-day location shoot and a music video shoot, and in December we will act as a film unit base. This provides revenue during traditionally quieter months, and further opportunities are being explored where appropriate.

Corporate & Strategic Implications

Strategic implications

94. This report furthers strategic aims of the updated Hampstead Heath Management Strategy and the City Corporation's Corporate Plan.

Financial implications

95. Additional costs will be borne for some of the work in the report, eg, engaging with planning consultants.

Resource implications

96. A number of the workstreams mentioned above are new or more expansive and time consuming than when the 2025-26 business plan was developed. The business plan will be monitored to ensure that there is alignment with work volume and Officer time and capacity.

Legal implications

97. No implications.

Risk implications

98. Risks are monitored and recorded through the various risk registers, including the Division and Departmental Risk Registers.

Equalities implications
99. No implications.

Climate implications

100. Some climate benefits will be delivered as part of the works being managed by the City Surveyor's Department.

Security implications

101. Security implications are monitored and recorded through the Departmental Risk register.

Conclusion

102. This report provides Members with an update on matters relating to Hampstead Heath since the last meetings of the Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood, and Queen's Park Committee.

Bill LoSasso

Assistant Director (Superintendent)
North London Open Spaces
Environment Department

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Heath Hands Activity Update

Timeframe: 1st April to 28th November 2025

Report to: Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood, and Queen's Park Committee – January 2025 meeting

Heath Hands overview

1. Heath Hands is a registered charity delivering conservation, community, learning and wellbeing programmes across Hampstead Heath, Highgate Wood, Keats House and at the Kenwood Estate.
2. This short report summarises the charity's main activities on NLOS during the above timeframe according to its strategic and charitable objectives and Strategy and pursuant to the Partnership Agreement signed with the City of London Corporation through until 2029.

Highlights

3. Over 10,400 of volunteering contributed since April across Hampstead Heath.
4. 49 guided walks and workshops, 40 school sessions, 56 corporate volunteering days led by Heath Hands staff. Drop-in garden volunteering launches after work/school and on weekends for public, complementing drop-in litter picking sessions.
5. Annual wildlife monitoring programmes complete and analysis and reporting underway.
6. Heath Information Hut opening since August with over a hundred engagements each Saturday, complementing our other public engagement and interpretation activities.
7. New hedgerow planting programme started in Parliament Hill area following agreement by ColC teams and successful crowdfunder match-funded by Aviva and British Airways. New wildlife pond completed behind Hive.

Strategic Objectives

8. The Heath Hands' Strategy (2021 - 2030) provides strategic direction and outlines our aims and objectives and priorities through 2025/26. This report outlines below our work in furtherance of these four strategic aims (Community, Conservation, Learning, and Wellbeing) since our last report to this committee.

Conservation

9. Practical conservation and garden sessions running across all parts of Hampstead Heath, led by CoLC Ranger, Conservation and Garden teams, with 222 sessions and 3,199 hours.
10. Wildlife monitoring season complete and data being analysed prior to publication of reports on reptiles, butterflies and dragonflies on Heath Hands website in January 2026.
11. Around Parliament Hill, our efforts to improve biodiversity are continuing, with work complete on a new wildlife pond to complement the nearby wildflower meadow and hedgerow projects and new hedgerow planting programme started.



12. Our Hedgehog Friendly Heath project is continuing with support for a hedgehog survey at Highgate Wood in June 2025 in collaboration with CoLC and ZSL's London Hogwatch, and completion of August's National Hedgehog Monitoring Programme at the Heath Extension.
13. 56 companies out on corporate volunteering days since start of April completing tasks agreed with the Heath's Ranger and Conservation teams, focusing on maintenance, litter picking, fence line and ditch management, projects around the Hive.
14. New greenhouse built for our plant nursery at the Hive to support our gardening projects.
15. New drop-in gardening sessions successful, providing an opportunity for people to volunteer informally, after school/ work or at weekends and attracting a different audience. Work focusing on horticultural and conservation tasks around the Hive.

Community

16. To engage different audiences and bring new visitors to the Heath we collaborate with a range of local organisations. Our Community Newsletter now reaches over 650 organisations and members of the public - more info: www.heath-hands.org.uk/community-activities
17. Recent activities have included outings 7th St Pancras Guides, Regent's Park Estate, GOAL Youth Club, Eco Judaism, Kentish Town City Farm and more.
18. Our volunteers supported the delivery of Golders Hill Park Zoo's 120th anniversary celebration and the Kite Festival organised by the Heath and Hampstead Society and CoLC, and the annual Conker Championships.

Learning

19. Our free weekend family-friendly weekend nature sessions have attracted over 1,230 participants since April, with recent activities including tree ID and autumn crafts.
20. Following refurbishment, Heath Info Hut opening Saturdays from 10am-2pm. Over 1,650 engagements since August and positive feedback from visitors.
21. Since April, our staff and volunteers have delivered 49 public walks and workshops on bird ID, pollinators, wildflower meadows, conservation management, tree identification, bats and the river fleet with over 570 participants in total.
22. We have run 40 Heath Friendly School sessions during the summer and autumn terms, with age groups ranging from 5 to 17 and over 920 young people involved.
23. Our youth volunteering programme active in term time with 243 hours contributed, and Work Experience week for Acland Burghley school completed in July 2025.

Wellbeing

24. Our free health and wellbeing programmes including three weekly health walks, regular walks for Mind in Camden, social prescribing and forest bathing workshops are continuing.
25. Development of new partnership with youth mental health providers, The Hive, Camden with activities completed over the summer. New partnership with Rethink Mental Health with festive activities in December.

Agenda Item 8

City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee	Dated: 13 January 2026
Subject: Five-year Business Plan (Hampstead Heath)	Public report: For discussion
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business-enabling functions 	-Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	Spending is and will be as per approved annual and supplemental budgets
If so, how much?	Spending is and will be as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes, where spending is planned
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

This report provides an updated draft of the five-year business plan for Hampstead Heath. As previously noted to the committees, this mandated new and longer-term planning effort will be refined over time.

Recommendation(s)

Members are asked to:

- Hampstead Heath Consultative Committee: Review the Hampstead Heath five-year business plan provided at Appendix 1 and provide any comments

Main Report

Background

1. As previously reported to the committees, the City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charity's planned workstreams for Hampstead Heath over a five-year period and will show how and when the various workstreams will be resourced and delivered.
2. Business planning for NLOS is complex and has become more so in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (eg, City Surveyor's Department programmes and the Climate Action Strategy).
3. The development of a five-year business plans will support central planning, delivery, and reporting on these numerous workstreams across four sites for our NLOS sub-division, as well as better time management for Officers.
4. The five-year Business Plan will be updated annually to reflect changes in priorities and resources. This review will typically occur annually but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
5. The five-year Business Plan for Hampstead Heath (Appendix 1) lists proposed prioritised workstreams to deliver on the charitable obligations and ten priorities of the Hampstead Heath Management Strategy. It also

illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for the Heath, and progress against them will be reported.

6. The Hampstead Heath five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on our year resources and circumstances becomes clearer.
7. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.
8. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of the Heath.
9. While the draft five-year Business Plan covers a period of five years, it currently focuses on 2026-27 and 2027-28. The plan will be further developed over time as greater clarity on future years' resources becomes available, Officers complete the project prioritisation process as needed, and Officers develop estimates on the resourcing needed to deliver sought workstreams.
10. Estimating the resourcing devoted to workstreams, both at Hampstead Heath and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at Hampstead Heath (eg, Rangers working exclusively at Hampstead Heath), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.

Corporate & Strategic Implications

Strategic implications

11. The Hampstead Heath five-year Business Plan will further the Hampstead Heath Management Strategy Outcomes and Priorities, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

Financial implications

12. Activities in the five-year Business Plan will be planned to meet the existing local risk of Hampstead Heath.

Resource implications

13. Officers managing Hampstead Heath are operating in a resource-constrained environment. The five-year Business Plan will support better alignment of workstreams within available resourcing to better articulate what is and is not possible to be delivered by Officers in any given year.

Legal implications

14. The City Corporation as the charity Trustee is responsible for ensuring that the Hampstead Heath charity fulfils its charitable purpose, which is the "preservation of Hampstead Heath for the recreation and enjoyment of the public". The five-year Business Plan will assist the delivery of the Hampstead Heath Management Strategy and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity. The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

Risk implications

15. Activities within the business plan are assessed within the Hampstead Heath Risk Register.

Equalities implications

16. The Heath Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected. The Strategic Outcomes that "The Heath is inclusive and welcoming to a diverse range of visitors" will be furthered by the five-year Business Plan.
17. Activities within the business plan have or will have equalities impact assessments where relevant and appropriate.

Climate implications

18. Several of the activities with the five-year Business Plan are specifically to address climate-related issues.

Security implications

19. Relevant security risks are assessed with the Hampstead Heath Risk Register.

Conclusion

20. A five-year Business Plan is being further refined to prioritise workstreams at Hampstead Heath. The plan lists proposed prioritised workstreams to deliver on the charitable obligations and ten priorities of the Hampstead Heath Management Strategy and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the charity to articulate its priorities in a resource-constrained environment and agree with confidence the activities that will occur on the Heath in any given year with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

Appendices

- Appendix 1: Five-year Business Plan for Hampstead Heath

Background Papers

- None

Bill LoSasso

Assistant Director (Superintendent)
North London Open Spaces
Environment Department (Natural Environment Division)
bill.losasso@cityoflondon.gov.uk

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APPENDIX 1: FIVE-YEAR BUSINESS PLAN (2026-27 to 2030-31): Hampstead Heath

#	ACTIVITY	ACTIVITY DESCRIPTION	HAMPSTEAD HEATH MANAGEMENT STRATEGY PRIMARY OUTCOME FURTHERED	HAMPSTEAD HEATH MANAGEMENT STRATEGY PRIMARY PRIORITY FURTHERED	ANTICIPATED YEARS WORKSTREAM OCCURS					FUNDING SOURCE	LEAD TEAM at NLOS	CITY CORPORATION CORP PLAN OUTCOMES			NATURAL ENVT STRATEGIES			
					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
1	Sheep on the Heath	Host grazing sheep on the Heath in calendar year 2026 as part of exploring opportunities to re-establish traditional management techniques such as conservation grazing.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	Conservation Team	X	X	X			X X	X
2	Veteran and ancient tree long-term plan	Develop a long-term plan for the protection and succession of our veteran and ancient trees.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X	X	X		X
3	Pesticides in dog swimming ponds	Review the results of the recent study on the presence of pesticides in dog swimming ponds and initiate appropriate actions, as part of work to proactively monitor and manage invasive species, pests and disease, pollutants and impacts of climate change.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	Conservation Team	X	X	X	X	X X		
4	Flood mitigation	Engage with Barnet Council on potential flood mitigation measures on the Heath to improve the contribution of the Heath to flood risk management in the surrounding residential areas.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						External	Conservation Team	X	X	X	X	X X	X	

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
5	Leaky dams	Create up to 70 leaky dams on the Heath streams to slow down flow of water, mitigate flooding risk, and create new habitats.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Climate Action Strategy	Conservation Team		X	X	X	X	X	X
6	New ponds	Create up to 11 new small ponds of varying size to mitigate flooding risk on and off the Heath, and to create habitat.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Climate Action Strategy	Conservation Team		X	X	X	X	X	X
7	Wildlife Island at Model Boating Pond	Creation of the wildlife preserve island at the Model Boating Pond and installation of reedbeds as part of the project.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						External	Conservation Team		X	X	X	X	X	X
8	Wildfire preparedness	Train staff in preventive measures and preparedness for wild fires given the existing and increased risk of fires on the Heath.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Climate Action Strategy	Conservation Team		X	X	X	X	X	X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces
9	Squirrel impact survey (contractor)	Complete an external survey via the Climate Action Strategy to survey damage caused by grey squirrels.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Climate Action Strategy	Conservation Team		X	X	X	X	X
10	Ponds aeration	Installation of water aeration equipment on ponds to protect ecology of the ponds and Heath and to protect the income stream from pond swimming.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X	X	X	X
11	Reduced amenity mowing	Review the existing reduced amenity mowing scheme and previous recommendations to determine if there is potential for expansion of scheme.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X	X	X	X
12	Review of wayleaves on the Heath	Complete a review of existing wayleaves on the Heath to safeguard the Heath boundary by managing wayleaves, licences and covenants.	A. We protect and conserve the Heath	1. A mosaic of natural habitats is maintained and flourishes						Local Risk (Hampstead Heath Charity)	Superintendent		X	X	X	X	X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
13	Golders Hill Park Zoo Licence	Extend to 1.8m the fence around deer enclosure and CCTV to improve security to comply with Zoo Licence and Inspector's Report.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained						Local Risk (Hampstead Heath Charity)	Parks & Operations Team		X	X	X	X	X	
14	Tom's Pond (Golders Hill Park)	Redevelop and relandscape 'Tom's Pond' in the Walled Garden and the surrounding area.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained						Local Risk (Hampstead Heath Charity)	Parks & Operations Team		X	X	X		X	X
15	Hill Garden Pergola restoration	Develop a Conservation Management Plan to restore the Hill Garden Pergola, including submitting an Expression of Interest for the National Lottery Heritage Fund, and if successful, proceed with next stage applications with NLHF.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained						Multiple	Development & Partnerships Team		X	X	X	X	X	X

APPENDIX 1: FIVE-YEAR BUSINESS PLAN (2026-27 to 2030-31): Hampstead Heath

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
16	Planning consultant	Procure a designated retained planning consultant to monitor potential impacts surrounding the Heath to ensure priority views and vistas of historic and cultural value are managed and proactively participate in local planning processes to resist development that would be detrimental to the landscape character, ecology and hydrology of Hampstead Heath and its environs.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X	
17	Re-landscape Mixed Pond	Assess, develop, and relandscape public bathing areas at the Mixed Pond.	A. We protect and conserve the Heath	2. Heritage aspects and landscape character are maintained						Local Risk (Hampstead Heath Charity)	Parks & Operations Team		X	X	X		X	X
18	Camden Wildlife Corridor	Continue to support creation of a Camden Wildlife Corridor to connect existing and potential habitats areas with the Heath as an anchor site, and to engage with local planning processes to monitor potential impacts of development proposals on the Heath's natural assets and qualities.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						External	Conservation Team		X	X			X	

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
19	Review of Ponds Conservation Plan and Pond and Wetlands Plan	Review, and update where necessary, the existing Ponds Conservation Plan and Ponds & Wetlands Plan and implement changes as appropriate to establish a system of management zones across the Heath that sets out conservation objectives and defines areas or sites containing values that may be vulnerable to impacts.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X	X	X	X	
20	Safe 365	Continue to support implementation of this new corporate system by reviewing and updating documents and activities to guide the safe and efficient running of the Heath with the City Corporation's new Safe 365 platform. Undertake review of all risk assessments and Safe Systems of Work (SSOW) and supply all information for internal and external audits.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X	X	X	X	X	X	
21	Event policy review	Review the existing Events Policy and events application forms for Hampstead Heath	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces
22	Signage audit, replacement, and improvement	Complete the signage audit from 2025-26, upload all signage locations onto GIS maps, and repair and replace signs as funding permits. (subject to budget and status of charity review rebranding).	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X
23	Review of Commercial Dog Walking Licence Scheme	Review the Terms & Conditions of the current scheme, review operation of the scheme to date, and propose and implement changes if/as needed.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Constabulary		X	X	X	X	X
24	Review of Golders Hill Park Zoo strategy	Review and update the Golders Hill Park Zoo Strategy and continue with implementation to move towards a more sustainable Zoo collection which reflects wildlife in Britain and current and historic relationships with the Heath.	A. We protect and conserve the Heath	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Parks & Operations Team		X	X	X	X	X
25	Parliament Hill Lido review	Review use of non-swimming areas of Parliament Hill Lido to ensure best use of the building.	B. The Heath enriches our lives	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X

APPENDIX 1: FIVE-YEAR BUSINESS PLAN (2026-27 to 2030-31): Hampstead Heath

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
26	Golders Hill Park Zoo Enclosures	Raise the required funds to improve and modify existing enclosures to support the Zoo strategy, and to enhance visitor experience.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	Development & Partnerships Team	X		X	X		X	
27	Hampstead Heath Sports & Wellbeing Forum	Produce a template and work with local partners to produce an annual report, to capture the numbers and all the recreational and leisure activities, events and sports that occur across the Heath.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X		X	X		X	X
28	Hampstead Heath Sports	Explore funding opportunities for a new cricket net structure at Parliament Hill Fields.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	Development & Partnerships Team		X	X	X		X	X
29	Hampstead Heath Cricket	Work with Capital Kids Cricket to establish a home cricket team and a summer training programme at the Heath.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X		X			X	X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces
30	Padel / Pickleball	Explore opportunities and provision for installing a padel and/or pickle ball court(s).	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	Parks & Operations Team	X	X	X	X	X	X
31	Leisure Management System for swimming	Build, test, communicate, and launch the Leisure Management System - a new digital booking system for swimming areas/facilities on the Heath (that if successful will be expanded to other Heath booking needs over time), to improve access and opportunities to engage in sport.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X	X	X			X
32	Natural Environment Learning Team agreement	Complete an agreement with the Natural Environment Learning Team to support their provision of continued learning activities on the Heath to continue to develop and expand our Learning, Heritage and Volunteer programmes, and ensure our learning and volunteering programmes continue to promote outreach across communities with opportunities for engagement for all.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces
33	Audit of Heath accessibility	Review accessibility of, and potential for improvements to, accessibility at Hampstead Heath.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Superintendent	X		X			X X
34	Parliament Hill Improvement Projects	Officers will explore and pursue potential funding sources for these previously proposed projects	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	Development & Partnerships Team	X	X	X	X	X X X	
35	Golders Hill Park Playground / Sandpit	Complete improvements to the Golders Hill Park Playground / Sandpit and complete NCIL funding requirements with Barnet Council.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Multiple	Parks & Operations Team	X	X	X		X X	
36	Saunas	Review sauna usage at Parliament Hill Lido and explore opportunities for introduction at other swimming areas.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team		X	X		X X	

APPENDIX 1: FIVE-YEAR BUSINESS PLAN (2026-27 to 2030-31): Hampstead Heath

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces
37	Automatic temperature gauges for the ponds	Investigate and install automatic temperature gauges to enable online access.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team			X	X	X	X
38	Ladies' Pond outdoor space	Develop appropriate outdoor spaces to reduce pressure on facilities and cater for increased demand. This will include expansion of the accessible changing space, provision of additional outdoor showers, and review of use of the meadow area.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X		X	X	X	X
39	Mixed Pond	Review seasonal use of the Mixed Pond and determine if all-year use is warranted, and if so, whether possible to staff with existing resources	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X		X	X		X
40	Playground renovations	Obtain the required funding to carry out systematic repairs and renovations to all the playgrounds across the Heath.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	Parks & Operations Team	X		X	X	X	X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	
41	Parliament Hill Athletics Track	Gain the required funding to renovate the shot put area and install a new hurdles storage shed.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						TBC (currently unfunded)	Development & Partnerships Team	X		X	X		X	X	
42	Golders Hill Park Zoo	Develop and implement income generating opportunities such as Junior Zookeeper Club and Zookeeper experiences.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X		X	X		X	X	X
43	Digital Platform Review	Review web-based platforms - alongside the City Corporation's website and the charity's online giving platform - to maximise the audience reach and engagement for all four spaces.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X		X	X		X	X	

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44	Community Inclusion Engagement Toolkit	Develop a 'Community Inclusion Engagement Toolkit' to guide engagement efforts on the Heath on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice. This will encourage staff, volunteers and partners to be 'ambassadors' who are visible, proactively seek insights into the needs of Heath visitors, including the barriers affecting different groups, continue to build and grow positive relationships with stakeholders, embed transparency and effective engagement into the Management Framework and consultative processes, and develop information, communication and engagement activities to optimise accessibility for people of all ages, abilities and backgrounds.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X
45	Ponds Access Policy	Following results and analysis of ponds access consultation, review and implement forthcoming access policy	C. The Heath is inclusive and welcoming	6. Diversity and equality						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X
46	Guide Dog Policy	Work with EEDI colleagues to develop a guide dog policy/plan for the Heath's facilities.	C. The Heath is inclusive and welcoming	6. Diversity and equality						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X	X	X	X	X	X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience
47	Bench sponsorship programme	Review the existing bench sponsorship programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	D. Together we care for the Heath	7. Increased sense of collective ownership and personal responsibility						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team			X	X	X	X	X
48	Security at the Ladies' Pond	Develop and implement a long-term plan to address the ongoing unauthorised access, vandalism, and criminal damage at the Ladies' Pond.	D. Together we care for the Heath	8. Visitor behaviour is pro-environmental						Local Risk (Hampstead Heath Charity)	Constabulary	X		X	X	X	X	X
49	Parliament Hill Lido security	Review existing mechanisms and implement works to prevent unauthorised access, i.e. security, lighting, maintenance of the wall and hedgerow.	D. Together we care for the Heath	8. Visitor behaviour is pro-environmental						Local Risk (Hampstead Heath Charity)	Constabulary	X		X	X	X	X	X
50	Develop relationship with Metropolitan Police	Further develop relationship with the Metropolitan Police	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect						Local Risk (Hampstead Heath Charity)	Constabulary	X		X	X			X

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					26-27	27-28	28-29	29-30	30-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces
51	Health & Safety issues on West Heath	Continue to form a partnership-based working group to help address the documented health and safety issues on West Heath and implement other operational measures in response.	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X
52	Constabulary	Complete new training and induction programme for all Constables.	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect						Local Risk (Hampstead Heath Charity)	Constabulary	X	X	X		X	X
53	Hedgehog research	Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods in 2026-27 with help from local communities to continue to work with partner organisations to explore options for effective conservation management.	D. Together we care for the Heath	10. Responsible management						External	Conservation Team		X			X	X
54	Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Superintendent			X		X	

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55	Review of licences and agreements	Review existing licences, agreements and uses of the Heath to ensure that all necessary agreements are modern, appropriate, and in place. Work with Managers, Rangers and Constabulary to manage and increase compliance.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X
56	Heath water fountains	Replace the water fountains that are currently in disrepair on the Heath	D. Together we care for the Heath	10. Responsible management						Cyclical Works Programme (City Surveyor's Dept)	Conservation Team	X	X	X	X	X	X
57	Review of angling	Review use of bank of swimming ponds for angling, and use of bivvys for overnight angling	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X
58	Review of Constabulary	Review of the impact of the Constabulary in the post-TOM structure	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X

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59	Tree Safety Policy	With colleagues across the Natural Environment Division, review and update the divisional Tree Safety Policy	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X		X	
60	Wind speed closure threshold	Upon completion of the Tree Safety Policy, review and update (if needed) the closure thresholds for high wind events on the Heath (eg, Golders Hill Park, playgrounds, car parks, swimming facilities)	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X		X	
61	Weather stations	Install mini weather stations on the Heath to provide additional data and intelligence to inform operational response during extreme weather/wind events.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Conservation Team		X	X	X	X	X X
62	Ambition 25	Participate in the implementation of this corporate-wide HR initiative as directed	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X X X X	X X X X

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63	Audience and voice review	Alongside the Natural Environment Charity Review, and to inform community engagement and funding proposals, review and develop a plan for understanding the visitors and audiences who use and engage with all NLOS spaces.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X
64	Filming and Event prospectus	Complete a public-facing document to highlight potential film locations and event sites on the Heath for community and commercial use, inclusive of relevant information on pricing and permitted uses.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X			X	X
65	Safe operational spaces	Appoint an independent consultant to review and produce a workplace transport safety plan for all the staff yards.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Parks & Operations Team		X	X			X	
66	Events and filming venue space review	Review all spaces and venues to understand the community and commercial potential of each, including any gaps or areas for development, including free community events, as well as weddings, corporate hire, and filming locations	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X

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67	Online giving and technology review	Review and implement individual giving mechanisms and communications, including giving platform/website, and other tech methods (e.g. text to donate), plus signage and 'tap to give' tech on site, at events, and benefits and newsletters for donors.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X
68	Natural Environment Charity Review	Continue to implement the Natural Environment Charity Review on Hampstead Heath.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Superintendent	X	X	X	X	X	X	X
69	CRM database for fundraising and donor stewardship	Identify and build a Customer Relationship Management (CRM), working alongside other open space charities that will aide the identification, stewardship and record keeping of donations and donors, as well as automate internal reporting	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X
70	Donor Stewardship Plan	Set out and implement a plan for donors - including major donors, regular givers and campaign donors - including comms and engagement, events, e-newsletters/updates, impact reporting, benefits and renewal.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X

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71	Fundraising FAQs, 'Case for Support', and policy	Develop an FAQ, Case for Support, and relevant policies to support funding applications and conversations.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X
72	Legacy strategy	Consult and develop a strategy to attract legacy support for the Heath	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Development & Partnerships Team	X	X	X	X	X	X	X
73	Review of swimming facilities operations (Lido and Ponds)	Review facilities, swimming resource, staffing structure and operating hours to ensure effective management of the swimming business.	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X	X	X			X	X
74	Playgrounds	Develop a best practice guide for the NLOS playgrounds	B. The Heath enriches our lives	10. Responsible management						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X	X	X			X	X

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The following workstreams are primarily delivered by partners (ie, City Surveyor's Department and Heath Hands), but delivery also requires a considerable amount of work and coordination by Heath and NLOS staff, and thus are included.

Page 7	AWP	Annual Work Plan ("Business as Usual")	The Annual Work Plan is not a part of this Five-year Business Plan. It is, however, the bulk of work undertaken by officers and is included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks (litter picking, cutting grass, cleaning, routing day-to-day tasks).	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	All	X	X	X	X	X
	CWP	Cyclical Works Programme (City Surveyor's Dept)	Numerous workstreams. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.	D. Together we care for the Heath	10. Responsible management						Cyclical Works Programme (City Surveyor's Dept)	Superintendent	X	X	X	X	X

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RBPM	Reactive Building Repairs & Maintenance Programme (City Surveyor's Dept)	Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.	D. Together we care for the Heath	10. Responsible management						Reactive Bldg Repairs & Mint Programme (City Surveyor's Dept)	Superintendent	X	X	X	X	X	X	X
HH	Heath Hands	Numerous workstreams. Continue to support Heath Hands' work on Hampstead Heath in alignment with the new five-year agreement.	D. Together we care for the Heath	10. Responsible management						Heath Hands and Local Risk	Conservation Team and Parks & Operations Team	X	X	X	X	X	X	X

City of London Corporation Committee Report

Committee(s): Natural Environment Board - For information. West Ham Park Committee- For information. Epping Forest & Commons Committee- For information. Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood and Queen's Park Committee- For information.	Dated: 11/12/2025 11/12/2025 09/01/2026 13/01/2026 03/02/2026
Subject: Senior Officer Recruitment	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes provides statutory duties provides business enabling functions <p>[delete as appropriate – details should be added in the strategic implications section]</p>	Leading Sustainable Environment; Flourishing Public Spaces; Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart Executive Director Environment
Report author:	Emily Brennan Natural Environment Director

Summary

This report outlines the process for recruiting a new Deputy Director for the Natural Environment Division, following the resignation of the previous postholder. It details interim arrangements to ensure continuity of leadership and the steps for permanent recruitment, in line with the Senior Officer Recruitment Procedure. Members are asked to note the report and endorse the proposed approach.

Recommendation(s)

Members are asked to:

- Note the report.
- Endorse the recruitment plan for the Deputy Director, including interim arrangements and committee involvement.

Main Report

Background

1. The Deputy Director of the Natural Environment Division has resigned and will be leaving the Corporation at the end of January 2026. This is a critical senior management position, essential for strategic, operational, and stakeholder leadership within the Division.

Current Position

2. The responsibilities and job description for the Deputy Director have been reviewed and updated to reflect the evolving needs of the Division. The role remains unchanged in grade and core duties but now includes line management of Head Rangers for The Commons and removal of Stakeholder Engagement Officer role (Appendix 1).

Proposals

3. To ensure continuity of leadership and maintain delivery of statutory obligations and Corporate Plan outcomes, the following steps are proposed:

Interim Appointment

An internal interim Deputy Director will be appointed on a six-to-nine month secondment/acting-up basis. This provides stability for the Natural Environment Division and offers a development opportunity for existing staff and will enable a handover with the outgoing postholder.

Permanent Recruitment

An external recruitment process for the permanent Deputy Director will run concurrently with the interim arrangements. The process will follow the Senior Officer Recruitment Procedure, with the Chair and Deputy Chair of the Natural Environment Board involved in shortlisting and interviews.

The job description has been updated to reflect current needs, including line management of the Commons Head Rangers.

Timeline

Interim appointment: Beginning of January 2026 – September 2026.

Permanent recruitment: campaign launched early March, appointment expected by early September.

Risk Mitigation

This approach minimises management risk, ensures continuity of leadership, and supports staff engagement during the transition period.

Corporate & Strategic Implications

Strategic implications - The recruitment plan directly supports the delivery of the Corporate Plan 2024–2029. It ensures strong leadership for environmental sustainability and climate resilience under the outcome of Leading Sustainable Environment. It also secures the stewardship of green spaces in line with Flourishing Public Spaces and maintains continuity of high-quality services for communities and visitors under Providing Excellent Services. By implementing this plan, the Natural Environment Division can continue to meet its statutory obligations and strategic priorities without disruption.

Financial implications – None.

Resource implications - The interim appointment will be managed through an internal secondment, making use of existing staff resources and minimising additional costs. The permanent recruitment process will require support from the Human Resources team and involvement from the Chair and Deputy Chair of the Natural Environment Board during shortlisting and interviews. No additional capital expenditure is anticipated, and any minor costs, such as advertising, will be met from existing budgets.

Legal implications – None.

Risk implications - If no interim arrangements were in place, there would be a significant risk of leadership gaps affecting statutory compliance, project management, operational delivery and communications. Delays in the permanent recruitment process could extend the interim arrangements, but this risk is mitigated by running both processes in parallel. There is also a reputational risk if continuity is not maintained, which will be addressed through a structured handover and clear communication with stakeholders.

Equalities implications – The recruitment process will comply fully with the Public Sector Equality Duty 2010. All stages, including advertising, shortlisting, and interviews, will be conducted in a fair and transparent manner to ensure equal opportunity for all candidates. The proposals within this report are not expected to have a negative impact on individuals protected under existing equality legislation, such as age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership, and pregnancy and maternity. Where appropriate, reasonable adjustments will be made to support candidates throughout the process.

Climate implications – None.

Security implications – None.

Conclusion

4. This report sets out the approach to recruiting a replacement for the outgoing Deputy Director of the Natural Environment Division. By appointing an interim Deputy Director and commencing the permanent recruitment process in parallel, the Division will maintain continuity of leadership, safeguard statutory obligations, and ensure delivery of Corporate Plan outcomes.

The updated job description reflects current operational priorities (Appendix 1), and committee involvement in the recruitment process provides assurance of transparency and governance. These measures collectively mitigate operational and reputational risks while supporting staff development and organisational stability.

Appendices

- Appendix 1 – Updated Job Description

Emily Brennan
Natural Environment Director

E: emily.brennan@cityoflondon.gov.uk



JOB DESCRIPTION	
Job Title	Natural Environment Deputy Director (Interim)
Department	Environment Department, Natural Environment Division
Grade	Grade I
Duration	This post is being offered as an internal 'acting up' opportunity for six to nine months' duration.
Location	Guildhall or one of the Natural Environment site offices (post holder is required to be flexible across all Natural Environment sites)
Responsible to	Natural Environment Director
Responsible for	Direct: Head of Learning Head of Heritage & Museums Head Ranger Burnham Beeches Head Ranger West Wickham & Coulsdon Commons Head Ranger Ashtead Common Carbon Removals Project Manager Indirect Learning team (12 staff) Heritage and Museums team (8 staff) Carbon Removals Project Officer

Main Purpose of Job

The Deputy Director of Natural Environment is responsible for supporting the Executive Director Environment and Natural Environment Director to shape the strategic direction of the division by leading the implementation of the vision, mission, strategies, stakeholder engagement plans and a five-year transformation and improvement plan with a strong focus on best practice, income, and sound fiscal management.

With the Natural Environment Director, lead on delivering the Natural Environment Vision, Mission and Strategies in collaboration with operational leads / committee chairs and reporting to committees.

To lead the Consultancy function of the Natural Environment Division, including learning, natural and cultural heritage, and projects.

To lead The Commons Teams.

To support the Natural Environment Director and Assistant Director Charities and Commercial in all aspects of developing and delivering the Natural Environment Charity Income Strategy, ensuring maximum impact achieved through charity fundraising and other means of generating income which includes working more widely across the Environment Department in relation to the Operational Property review.

To drive, innovate and collaborate in identifying new trends and challenges as they emerge taking account of relevant legislation and guidance, and government thinking.

Have corporate oversight and be responsible for advising Members, Departments, and external stakeholder on any aspect of Environmental Resilience and how to meet the climate challenges within the Natural Environment.

To lead the development and implementation of a stakeholder engagement plan across the Natural Environment Division, to improve and build on relationships with key stakeholders including HSE (Health and Safety Executive), DEFRA (Department for Environment Food & Rural Affairs), Natural England, the Rural Payments Agency, local authorities, NGOs, businesses and landowners.

Play a key role in the strategic leadership and direction of the Natural Environment Division, deputising as required for the Executive Director, Natural Environment.

Main Duties & Responsibilities

1. Working with the Exec Director, Natural Environment Director and Assistant Director Charities and Commercial to develop and implement a range of strategies and plans including stakeholder engagement, natural capital, environmental resilience, visitor engagement, land management, cultural heritage, and sports and leisure as well as an income generation strategy for the Division.

2. Lead the development and management of the Division's Consultancy function including leading the Learning Team, Heritage & Museums team and project teams including the Carbon Removals Project team.
3. Lead the development and management of the three Commons Teams, acting as Superintendent for The Commons.
4. Ensure the Division operates in a whole systems way, utilising resources across the Division in a manner consistent with City of London aims and policies and professional standards expected of the Division. Improvements are needed so an improvement plan will be essential.
5. Work with Members and Directors to drive strategy development and implementation, service delivery and change. Identify, develop, and implement recommendations to the relevant Committees regarding the future governance of the spaces, including consideration of the current and any new charitable trusts, ability to effectively fund the habitat, estate, and visitor management activities at the spaces over the long term, and ensure best practice for charitable trusts.
6. To co-develop, co-lead and ensure implementation of strategies and plans across the various operational satellite sites, including the identification of opportunities, drafting funding applications and supporting staff in income generation activities overseeing, and coordinating bidding processes and monitoring and leading monitoring and evaluation.
7. With the Assistant Director Charities and Commercial, ensure that the governance arrangements are fit for purpose to deliver the strategies and that each section of the charity review is further developed and delivered. Providing guidance to colleagues to ensure that all aspect of the CoL Natural Environment charities are managed in compliance with regulations.
8. With the Assistant Director Charities and Commercial, keep under close review the strategic direction of each charity, in line with the charity objects, working with key partners to identify whether it is possible to extend the scope of services that can be offered so that positive impacts and outcomes can be demonstrated and promoted, internally and externally.
9. Represent the Corporation at a strategic level with Government departments, the GLA (Greater London Authority) and other external organisations and partnerships such as C4O, Resilient Cities and businesses to achieve the Corporation's strategic aims and objectives.
10. Exercise robust budgetary management and control of all designated budgets for the division, and in accordance with directorate and corporation policy take positive steps to secure and maximise income where appropriate. Ensure that

the charities, capital and revenue budgets for the Division are developed, monitored, and managed effectively in accordance with departmental arrangements, Corporation policy, standing orders and charity legislation; identifying opportunities for increased income and funding streams, including but not limited to commercial initiatives.

11. With the Director, have overall responsibility for all areas of functions and legal jurisdiction of the Division, including on highly complex and contentious issues and be a primary source of advice to Members.
12. Provide briefings for and advise the Executive Director, Environment, Director Natural Environment, Town Clerk, Chair of Policy & Resources, Members and Committees of the Corporation on all areas of responsibility.
13. Embed a culture which is motivational, fosters excellence performance, innovation and trust amongst staff, and facilitates cross-team working and a strong team culture; and to promote continuous improvement that values learning, development, commitment to equality, diversity & inclusivity.
14. Ensure that staff are developed to realise their potential and that individual and team performance is reviewed and monitored throughout the year to ensure quality service provision. To lead staff and ensure they are all supported in their development and continual learning; build a collaborative working environment and an innovative culture; and encourage staff to develop specialisms to broaden in-house capabilities.
15. Be responsible for the effective and efficient use of the resources and to take responsibility for the management of all relevant risks in their area of responsibility, in line with good practice and legal & regulatory requirements.
16. Lead division-wide planning, prioritisation, and performance assessment; helping the team to understand and commit to the execution implications of strategic ideas and goals, while maintaining cost effectiveness and a pragmatic and agile approach to staffing and resourcing.
17. Proactively lead implementation of the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give due regard to the health and safety of both themselves and others when carrying out their duties.
18. Actively seek to implement the City of London's Equal Opportunity Policy and the objective of promoting equality of opportunity in relation to the duties of the post.
19. To undertake any other duties that may reasonably be requested appropriate to the grade.



PERSON SPECIFICATION

Job Title	Natural Environment Deputy Director (interim)
Department	Environment Department
Grade	I

Please find below the key skills, experience and core behaviours required to undertake this post.

This leader should have extensive experience in the environmental and/or leisure sectors, ideally both, in addition to strong leadership and management capability.

Professional Qualifications / Relevant Education & Training

- Education to at least degree level or ability to demonstrate equivalent experience of working in a similar role within the charity, grant making or public sector. (A)
- Recognised Project Management Qualification or demonstrable experience (A)

Experience Required

- Extensive knowledge of the environmental and/or parks, sport/ leisure, charitable and/or voluntary or public sectors. (A)
- Knowledge of the relevant national and local government bodies and legislation relating to the environment, conservation, climate change and biodiversity. (A/I)

- Thorough experience of working in the conservation and/or sport/ leisure sectors, ideally in the charitable sector (A)
- Significant experience of developing ambitious programmes to increase conservation activities and/or sport/leisure and recreation activities (A/I)
- Experience of developing collaborative, influential partnerships and programmes with relevant stakeholders (A)
- Experience at a senior level in a similar organisation, and experience of working with boards of directors/trustees/elected members (A/I)
- A record of significant and innovative accomplishment in building and implementing effective strategies and programme delivery, and ideally fundraising campaigns (A/I)
- Proven track record at senior level leading a professional team through change that results in measurable outcomes, including monitoring, evaluating and reporting impact to key stakeholders (A/I)
- Experience of managing and developing staff, including setting and measuring objectives and managing performance. (A)
- Experience of delivering balanced budgets (A)
- Experience of working co-operatively as part of a team. (A)

Technical and General Skills/Behaviours

- A passion for the natural environment – the successful candidate will be driven by a concern to make a positive difference (I)
- Strategic thinker driven by impact and evidence, curious to keep up to date with new ideas and innovations and sees the positive potential in change (A/I)
- Strong interpersonal skills, emotional intelligence and authenticity in order to communicate with impact to different audiences, from Members and other senior political figures to volunteers, children and staff (A/I)
- Resilient – able to cope with a senior role carrying significant responsibility, juggling competing priorities and potentially demanding requirements by Members (I)
- An ability to deliver through others and build a high performing team (I)
- An ability to communicate complex issues clearly (I)
- Excellent verbal communication skills with the ability to engage with, advise and speak assertively and persuasively on complex matters, internally and externally, at all levels of seniority. (I)
- Excellent written communication skills with the ability to write high quality detailed committee reports, policy and strategy documents on the assessment, development and management of grants and grant-making and make compelling arguments to key stakeholders in relation to funding recommendations. (A/I)
- Ability to negotiate favourable positions and influence strategies which achieve strategic and organisational aims and objectives (A/I)

- Understanding of the motivations, concerns and values of different groups and stakeholders, ensuring communicative approaches are tailored accordingly. (A/I)
- Willingness to work flexibly, and sometimes out of regular office hours is required (A/I)

Recruitment – Note to Applicants

The qualifications, experience and technical skills will be used in the decision-making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address the criterion marked as (A) on your application form in the section for supporting information.

Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.

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City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee	Dated: 13 January 2026
Subject: Fundraising overview for North London Open Spaces (Hampstead Heath)	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	-Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No. (Future fundraising initiatives will require funding.)
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Susannah Behr, Head of Development and Partnerships, North London Open Spaces.

Summary

This report provides Members with an overview of the development of a fundraising and partnerships strategy for North London Open Spaces (NLOS). It outlines the current context, progress to date, and required workstreams to build the foundations of a sustainable and strategically aligned fundraising function for the three charities managed by the NLOS team (Hampstead Heath Charity, Highgate Wood & Queen's

Park Kilburn Charity, and West Ham Park Charity) over the next 12 months, whilst developing a longer term, multi-year strategy for income generation.

Recommendation(s)

Members are asked to:

- Note the report

Main Report

Background

1. In 2022, the City of London Corporation (City Corporation) initiated the Natural Environment Charity Review (NECR), a pivotal transformation project seeking improvements to the governance and management of the eight Natural Environment (NE) charities. NECR is intended to ensure that the City Corporation (in its role as sole trustee for each NE charity) demonstrates compliance with its various legal obligations, and through the revised City Corporation Grant Funding Model (GFM), that the charities can operate in a more effective and financially sustainable way into the future.
2. In early 2025, as part of the NECR, a fundraising consultant (Transform Partnership) was commissioned to produce a fundraising feasibility report across all the eight Natural Environment charities. The workstreams identified in this paper have been informed by that report's key recommendations and going forward will support the NECR action plans.
3. As part of NECR, it had already been recognised that the open space charities need dedicated expertise and capacity to engage in professional fundraising. Therefore, a new Head of Development and Partnerships role has been in place at NLOS since September 2025 to oversee income generation (commercial and fundraising), events, filming, volunteering, and communications.
4. The Head of Development and Partnerships role seeks to, among other things, bring greater strategic alignment across NLOS's four spaces and three charities so that they can:
 - a. increase income generation for each charity to invest back into the associated open space and help ensure its sustainable future.

- b. forge strategic, mission-aligned partnerships across multiple sectors that further the protection, preservation and enjoyment of the open spaces.
 - c. build and deliver a resourced and skilled fundraising function to provide world class supporter stewardship for donors and other community stakeholders.
- 5. This report sets out the steps needed over the next 12 months to establish the early infrastructure and baseline data required to develop a professional and formalised fundraising function at NLOS. During this time, a comprehensive fundraising strategy for Hampstead Heath will be developed and then delivered in the longer term.

Fundraising

- 6. In the context of this paper, fundraising refers to voluntary income (also often referred to as philanthropic income), including charitable and statutory grants (excluding the City Corporation core grant under the forthcoming revised City Corporation GFM), donations, legacy giving, corporate partnerships, community fundraising and other voluntary income.
- 7. New fundraising efforts will aim to deliver increased income across all four of NLOS's spaces, in the best interests of each individual NE charity. It will take a place-based approach, responding to the unique local context, needs and opportunities of each site, as well as exploring the funding themes and opportunities that will benefit from a cross-NLOS, cross-divisional, or cross-organisational approach.
- 8. Commercial income – including café leases, and fees and charges (e.g. sports fees, car parking, events, filming) – is also a critical part of the open spaces' financial sustainability. It is, however, out of scope for this report.
- 9. Commercial income remains a significant and important revenue stream for Hampstead Heath (representing 32% of the Heath's current annual funding). It remains an area where the open space charities will continue to pursue additional income as appropriate, in light of the objects of each of the charities and their governing documents. Commercial activity provides an important platform for how visitors and partners engage with the spaces and so should continue to be closely aligned with the mission of the organisation and its future fundraising work.

Current fundraising context

10. There are c.171,000 charities registered in the UK, although over 80% have an income of less than £100k¹. Charities are raising, spending and contributing more than ever before. In total, registered charities had an income of £69bn in 2023-24, as follows:

- a) 46%: Voluntary donations (all sources)
- b) 45%: Earned sources (including commercial income and government contracts)
- c) 9%: Investments²

11. However, the fundraising environment is challenging. Fewer people, of all ages, are donating³, and government funding is down in real terms, while rising costs have intensified competition for grants and funders are reporting up to 400% increase in applications⁴.

12. The report from Transform Partnership assessed that the external fundraising environment for the NE charities is “promising but [...] competitive and nuanced”. Their findings suggest significant opportunity for Hampstead Heath Charity as stated in the report, “The charities have powerful stories to tell, impactful and significant programmes, and influential networks.”

13. However, the report also concluded that the open space charities are currently “not fundraising ready” due to constraints in governance, identity, systems, and skills. To help ensure that the open space charities become fundraising ready, the central NECR team is creating and putting action plans in place to address some of these overarching constraints to support the fundraising efforts of the individual charities.

14. While this work proceeds, the immediate task at NLOS has been to establish a reliable baseline of information of recent fundraising across the four spaces by reviewing existing records, identifying what income has been secured and from whom, and reconciling gaps in reporting. Parallel to this, a pipeline of prospective funders and any immediate opportunities with grant makers, philanthropic partners, and aligned organisations is being developed.

15. Using this baseline and working through the plan laid out here, over the next 12 months we can start to understand what success would look like for the NE charities from 2027-29. A key part of this work will be to define KPIs and targets for a diverse voluntary income stream in relation to the overall budget of each of the charities and the projects identified at each space. In summary,

¹ [Sector overview](#)

² [UK Civil Society Almanac 2024 | NCVO](#)

³ [uk giving report 2025.pdf](#)

⁴ [Foundations in Focus 2025.pdf](#)

we seek to establish Hampstead Heath as an impact-led charity which takes a multi-sector approach to secure sustainable income to:

- a. Achieve the stated mission of the Natural Environment Department: "To protect and enhance our open spaces [...] working in partnership to ensure they remain accessible, sustainable and preserved for the benefit of the public." And;
- b. Further the charitable objects of the charity: "The preservation of Hampstead Heath in perpetuity by the Corporation of London as the Trustees of Hampstead Heath, as an open space for the recreation and enjoyment of the public."

Proposed approach

16. It is important to note that this approach is a whole-organisation initiative, with fundraising acting as an enabler and amplifier of the work of NLOS, rather than a driver. Efforts will be guided by the mission and purposes of each charity, and the projects and programmes that deliver that mission. This approach should ensure that we can clearly articulate the need for and both measure and communicate the impact of fundraised income, both internally and externally.

17. Five priority and inter-dependent workstreams have been identified for the first three years of this effort to build and sustain voluntary income for each of the charities, as summarised below:

a) Fundraising Readiness

This critical workstream will be delivered through and alongside the ongoing NECR.

Desired outcome: To establish clarity on the governance⁵, organisational structure and brand identity of Hampstead Heath Charity, as well as implementing the required financial management, and reporting processes to be able to set and monitor KPIs for a 3-year fundraising strategy.

Deliverables include but are not limited to: Clear operational and project budgets identifying opportunities and gaps for fundraising in each space, a fundraising policy⁶, a reserves policy, updated fundraising FAQs, and branding guidelines.

b) Case for Support

Desired outcome: Establish the identity of Hampstead Heath as a fundable charity. Develop a robust, repeatable process that identifies, assesses and articulates a portfolio of fundable projects including, for

⁵ [In line with the Charity Governance Code](#)

⁶ [Code of Fundraising Practice | Fundraising Regulator](#)

example, restoration of the Hill Garden Pergola or development of a new visitor centre. See Appendix 1 for a draft project funding template that will be used internally to do this.

Deliverables include: A document(s) that articulates why funding is needed, what it will achieve, and how investment will deliver measurable outcomes and meaningful impact.

c) Supporter Mapping & Engagement

Desired outcome: A full understanding of existing supporters and potential donors, consulting with them to inform the other workstreams. This includes key stakeholders such as volunteers, friends, societies and other community groups who can partner and champion the charities rather than, or as well as, giving directly.

Deliverables include: A qualified pipeline of relevant funding opportunities and contacts, which, in time, is stored on a customer relations management system (CRM), as noted below.

d) Exceptional Stewardship

Desired Outcome: Supporters can meaningfully engage with our work throughout the fundraising cycle. This will be enabled by developing systems, processes and platforms, as well as hosting events, meetings and site visits. We will ensure that staff have the capacity, skills and confidence to maintain strong relationships even when challenges arise.

Deliverables include: an updated giving platform (currently Just Giving), a GDPR-compliant CRM and tailored stewardship plans for each project and/or major donor.

e) Measuring, Evaluating and Reporting

Desired outcome: Through transparent and impactful reporting, the open space charities become trusted and valued custodians of the spaces.

Deliverables include: An outcome framework that sets out the various measures (ecological and social) being used across the spaces, projects and activities. An annual Impact Report reflecting shared identity, outcomes and progress against mission.

18. Beginning with financial year 2026-27 (1 April 2026 – 31 March 2027), all the open space charities will receive a fixed, multi-year core grant from the City Corporation. External income will need to play an important role alongside this, providing flexible, capital, and transformative investment, distinct but complementary to business-as-usual operational costs. In time, it should also be possible to build up regular and repeat income that can be invested with confidence into permanent roles and initiatives.

19. Funding will typically align with the following three categories of giving:

- a) Mission (Unrestricted): E.g. “I give £5 a month because I value having green space on my doorstep.”
- b) Projects (Restricted): E.g. A grant towards the Hill Garden Pergola’s restoration
- c) Themes (Designated): E.g. Unrestricted funds ringfenced by trustees for a particular purpose, e.g. the “ancient tree fund”.

20. It is important to recognise that external voluntary income can create additional operational or management demands. Effective fundraising, therefore, needs to be properly resourced both for its generation and the delivery of the work it funds, and must consider full cost recovery in bids and budgets. Also, some donors will require a percentage of matched funding when applications are submitted, either from other donations, earned income or the City Corporation core grant.

21. As we start to map out the timeframe for these workstreams, individual fundraising conversations and applications can and are already happening. For example, an application to a corporate fund for bandstand performances and volunteering sessions, a donation for new drinking fountains and a project related to green and blue space funding in London. As well as potentially bringing in income in the next 12 months, these early actions will be opportunities to test messaging, platforms and approaches which can then be incorporated into the longer-term strategy and documents.

22. Appendix 2 shows an indicative phased activity plan for Hampstead Heath, and other NLOS Charities for the Financial Year 2026/27. Noting that NECR or other departmental workstreams may impact the timeframe for some of these activities.

Corporate & Strategic Implications

Strategic implications

23. Development of a formal and professionalised fundraising approach will support Hampstead Heath in delivering upon its ambitious climate, environmental and public access objectives as outlined in the Hampstead Heath Management Strategy, Natural Environment Division strategies, Climate Action Strategy, and City Corporation’s Corporate Plan.

Financial implications

24. The proposed approach is expected to increase income for the charity, though the charity will need to invest financial resource into its fundraising efforts, thus achieving a return on investment. It should also be noted that voluntary income

is subject to greater fluctuation. To illustrate, a time-limited programme (e.g. with a three-year funded project or partnership) could conclude without renewal thereby decreasing the overall funding stream for the charity.

Resource implications

25. Income generation will create additional operational or management demands on Officers. Effective fundraising, therefore, needs to be properly resourced both for its generation and the implementation of funds, and must consider full cost recovery in bids and budgets.

Legal implications

26. In its capacity as trustee of the NE charities, the City Corporation is subject to a range of legal and regulatory requirements, for example, to act solely in the best interests of each charity, to keep the charities' objects, administration and governance under review, and to take relevant steps to ensure that each charity is operating effectively to achieve its purposes. In addition, charity trustees have a duty to act reasonably and to safeguard and manage the resources/assets of their charity, and would be expected to act with reasonable care and skill in managing available resources as well as to maximise opportunities to generate income by seeking funding from a variety of appropriate sources where possible, within the parameters of their respective governing documents and broader requirements of charity law.

Risk implications

27. An ethical fundraising policy will be implemented at a Natural Environment level to identify, assess and manage risks related to fundraising including reputational risk through brand partnerships and high-profile donors as well as laundered or illegally gained money.

Equalities implications

28. Voluntary income will enhance equality across the open spaces through funded projects that improve outreach, engagement and access for diverse and under-represented communities, in alignment with Hampstead Heath's stated objectives. Increased diversity of stakeholder engagement and project outcomes will be included within any 'Case for Support' and outcome framework agreed upon.

Climate implications

29. Development of a formal and professional fundraising approach will support Hampstead Heath in delivering upon its ambitious climate and environmental objectives as outlined in the Hampstead Heath Management Strategy, Natural Environment Division strategies, Climate Action Strategy, and City Corporation's Corporate Plan.

Security implications

30. No implications.

Conclusion

31. This report provides Members with an overview of the development of a fundraising and partnerships strategy for NLOS over the next 12 months, with a focus on how that will relate to Hampstead Heath. We have a fantastic opportunity to use this time to take a long-term view of fundraising and voluntary income, and one which reflects the depth of history and future longevity of the natural environment and local communities using the Heath. Alongside contributing to and benefiting from impactful projects, supporters and other stakeholders should be engaged from the outset to help shape a shared vision and build a sense of legacy and belonging.

Appendices

- Appendix 1: NLOS: Internal Project Funding Plan Template
- Appendix 2: Indicative phased activity plan for Hampstead Heath, and other NLOS Charities for the Financial Year 2026-27

Background Papers

N/A

Author

Susannah Behr

Head of Partnerships and Development, North London Open Spaces

E: susannah.behr@cityoflondon.gov.uk

Appendix 1: NLOS Internal Project Funding Plan Template

Project Name
Project Lead(s)
What is the need or problem?
What immediate difference will funding make? (outcomes)
What will the longer-term impact be?
Who will benefit? (e.g. Specific groups/visitors) Have you consulted them?
How much do you need? (attach quotes/spreadsheets if you have them)
Will or can you work in partnership with anyone of this? (e.g. Volunteers, Learning Team, Local Authorities, Local Schools)
What are the legacy considerations for this project? (Ongoing maintenance, running costs, monitoring and evaluation)
What is the ideal timeframe for this project?

Appendix 1: NLOS Internal Project Funding Plan Template

Is there an identified funder for this project?
Any other notes?

Appendix 2: Indicative phased activity plan for Hampstead Heath, and other NLOS Charities for the Financial Year 26/27

By...	Fundraising Readiness	Case for Support	Supporter Mapping	Exceptional Stewardship	Measuring, Evaluating and Reporting	
Q1 (Apr-Jun)	Income baseline (25/26) established CRM options scoped	Priority projects identified	Funding Opportunity Pipeline developed and mapped against projects	Review of online platforms (e.g. Just Giving) and onsite signage.	Current outcome/impact framework mapped- what is already being measured and what are the gaps?	
Q2 (Jul-Sep)	Fundraising Policy drafted	Meeting with stakeholders to inform Case for Support and Stewardship Plan				
Q3 (Oct-Dec)	Recommend income targets for 27/28	Draft Case for Support		Initial Stewardship Plans in place	Outcome framework reviewed	
Q4 (Jan-Mar)	Fundraising FAQs updated in line with new GFM CRM in place	Three-year strategy drafted for approval for 2027-30			First Impact Report drafted alongside statutory charity accounts (both published later in 27/28)	

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Agenda Item 15a

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Agenda Item 16

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