

Hampstead Heath Divisional Plan 2019/20, 2020/21 & 2021/22							
Vision Theme: The Heath is protected and Conserved							
OUTCOME A: The Heath is maintained as a flourishing green space and historic landscape							
Priority 1: A mosaic of natural habitats is maintained and flourishes							
Priority 2: Heritage aspects and landscape character are maintained							
Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values							
Reference	Primary Priority	Project & Action to deliver the objective	Key Milestones	Start Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
A DP1	1, 2 & 3	<b>Implementation of the Hampstead Heath Management Strategy</b> Following the development of the strategy, embed the management framework in order to deliver the outcomes, priorities and commitments.	Publication of Strategic Document.	Apr-19	Hampstead Heath Strategic Plan priorities and commitments are being planned and implemented via the Divisional Plan and Annual Work Programmes.	Business Manager	Shape Outstanding Environments.
			Development of the Measurement Framework to guide us in assessing our progress towards achieving the Outcomes.	Sep-19	Baseline surveys developed.		
			Develop arrangements for annual impact reporting.	Jun-20	Annual impact report is submitted to Committee by June each year. Success and learning is shared.		
Links to other Outcomes: B, C & D							
Links to other Priorities: 4, 5, 6, 7, 8, 9, & 10							
A DP2	1, 2 & 3	<b>Hampstead Heath Ponds and Wetlands Strategy</b> Develop a strategy for ponds and wetlands to set out priorities for actions and achieving outcomes for hydrology, conservation and amenity value (including sediment management, water quality and landscaping).	Outline Strategy discussed with HHCC.	Apr-20	Strategy in place and plans implemented which contribute to the positive management of the ponds and wetlands.	Highgate Wood, Conservation & Trees Manager	Shape Outstanding Environments.
			Establish a Project Team and prepare a project plan.	Apr-20			
			Surveys undertaken and data collation carried out to inform strategy, in collaboration with the City Surveyors Department.	Jul-20			
			Strategy approved and Management Plans for specific ponds/chains prepared.	Mar-21			
Links to other Outcomes: B & D							
Links to other Priorities: 4 & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestones	Start Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
A DP3	1, 2 & 3	<b>Veteran &amp; Ancient Tree Protection</b> Conserve veteran and ancient trees across all sites through the development and implementation of a Management Statement and Monitoring Schedule.	Complete the condition survey of the veteran and ancient tree population.	Oct-17	Survey undertaken.	Highgate wood, Conservation & Trees Manager	Shape Outstanding Environments.
			Prepare management Statement for the conservation of the veteran & ancient trees at Hampstead Heath.	Apr-20	Trees are protected and contribute to the Heath being a flourishing green space and historic landscape.		
			Monitoring schedule developed and implemented to ensure the effective management of trees is planned and completed.	Apr-20	Trees are monitored and actions reported upon annually.		
			Develop a long term plan for the protection and succession of our veteran and ancient trees.	Jul-20	The stabilisation, conservation and identification of suitable future candidate veteran trees is in place.		
			Library of supporting documentation collated and made available online.	Oct-20	Background supporting information is available to aid understanding.		
			Annual report submitted to Committee by June, each year.	Jun-19	Success and learning is shared.		
Links to other Outcomes: B & D							
Links to other Priorities: 4, 7 & 10							
A DP4	2 & 3	<b>Asset Management Plan (AMP) for Hampstead Heath.</b> Development of a plan, in conjunction with the City Surveyors Department to ensure effective use and management of buildings and structures. The approach and template will also be applied to Highgate Wood, Keats House and Queen's Park.	Approved plan in place - following consultation.	May-19	AMP agreed.	Operational Services Manager	Shape Outstanding Environments.
			Quarterly meetings to monitor progress implementing the AMP.	Apr-20	Shared understanding and collaborative working taking place to deliver agreed outcomes.		
Links to other Outcomes: B, C & D							
Links to other Priorities: 4 & 10							
A DP5	2 & 3	<b>East Heath car park resurfacing and drainage improvements</b> To address health & safety issues and deliver a safe car park surface.	Gateway 5 report to be drafted once tender submissions have been evaluated.	Mar-19	Improvements delivered and car park is operating safely and securely for the benefit of a diverse range of visitors.	Operational Services Manager	Shape Outstanding Environments.
			Undertake feasibility study in relation to electric vehicle charging points.	Apr-19			
			Construction commencement.	Jun-19			
			Project completed.	Oct-19			
Links to other Outcomes: B, C & D							
Links to other Priorities: 4, 6, & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestones	Start Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
A DP6	3	<b>Development of guiding principles for visitor services across all sites</b> Develop an engagement and consultation exercise with Heath users, to support the development of a dog walkers code of conduct and a personal training code of conduct.	Appoint consultant to support the engagement and consultation.	Apr-19	The open space and visitors are treated with respect and the City of London Corporation continues to manage the open space responsibly.	Queen's Park & Constabulary Manager	Shape Outstanding Environments.
			Engagement with a range of relevant stakeholders to support the development of codes of conduct and licencing schemes.	Jun-19			
			Proposals drafted and presented to Committees for approval.	Nov-19			
			Licensing process and Code of Conduct implemented.	Mar-20			
Links to other Outcomes: B, C & D							
Links to other Priorities: 4, 5, 6, 7, 8, 9 & 10							
A DP7	1, 2 & 3	<b>Bio-security Management</b> Proactive management of threats, including pest and diseases which impact upon the condition of trees, plants and wildlife.	Threats identified and plans to manage issues are in place e.g. Oak Processionary Moth (OPM) and Massaria.	Jul-19	Threats are managed and the Heath is protected.	Highgate Wood, Conservation & Trees Manager	Shape Outstanding Environments.
			Work collaboratively with the Forestry Commission, on effective bio-security management	Oct-19	Threats are mitigated and the Heath is protected. The use of resources is minimised to reduce the impact upon service delivery.		
Links to other Outcomes: B & D							
Links to other Priorities: 10							
A DP8	2	<b>Monitoring development which may impact upon the Heath</b> Regular monitoring of development and planning applications which are in the environs of the Heath to ensure that the Heath is protected.	North Fairground site is managed to a successful outcome.	Feb-19	The City of London Corporation presents a statement of case at the public enquiry.	Superintendent	Shape Outstanding Environments.
			South Fairground site is managed to a successful outcome.	Apr-19	The City of London Corporation presents a statement of case at the public enquiry.		
			Planning applications impacting upon the Heath are monitored and responses registered with the relevant Planning Authority.	Mar-22	Threats are challenged and the Heath is protected.		
Links to other Outcomes: B & D							
Links to other Priorities: 10							
A DP9	2	<b>Archaeology and History</b> Assess the archaeology and historical importance of Hampstead Heath.	Engage with Historic England and local historians to develop a project which identifies the archaeological and historical significance of Hampstead Heath.	Apr-19	Conservation objectives developed in order to protect and inform the management and interpretation of the historic features.	Highgate Wood, Conservation & Trees Manager	Shape Outstanding Environments.
Links to other Outcomes: B & D							
Links to other Priorities: 4, 7, 8, 9 & 10							

Vision Theme: The Heath enriches lives							
OUTCOME B: Improved quality of life for Heath visitors							
Priority 4: Improved physical health, mental health and emotional well-being							
Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
B DP1	4	<b>Development of the Cultural Strategy</b> Development of a strategy and policy to provide clarity, improved ways of working and delivery of services.	Strategy developed, agreed and implemented across the Division	Jan-20	Visitors have clear information and are able to participate and enjoy all that the Heath has to offer.	Principal Curator	Contribute to a flourishing society.
Links to other Outcomes: A, C & D							
Links to other Priorities: 5, 6 & 10							
B DP2	4	<b>Develop a Play Strategy</b> Which will enable effective prioritisation of resources and support child learning and development through play.	Play Strategy developed, agreed and implemented at Hampstead Heath. This will inform projects at Highgate Wood & Queen's Park play facilities.	Apr-19	The play offer is accessible to a diverse range of children.	Leisure & Events Manager	Contribute to a flourishing society.
			Schedule for investment in play facilities developed, approved and integrated into the AWP.	Sep-19			
			Deliver CIL Funded projects at Vale of Heath and Preachers Hill Playgrounds.	Oct-19			
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6 & 10							
B DP3	4	<b>Develop an Events Strategy</b> The Events policy was approved on 5 September 2018, and a strategy will be developed to support the agreed policy.	Strategy developed, agreed and implemented, to ensure delivery of the policy outcomes.	Mar-20	The programme of events contributes to the achievement of the Management Strategy Outcomes.	Leisure & Events Manager	Contribute to a flourishing society.
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							
B DP4	4	<b>Golders Hill Park Zoo</b> A master plan and vision for the zoo has been developed to make the facility sustainable and relevant. Improvements are planned to be delivered in 3 stages, over a 10 year period. A strategy and monitoring schedule will be developed in order to report progress to Committee on an annual basis.	Vision and collection plan approved. Project Plan and stages mapped out: Donkey enclosure - March 2018, Deer paddock - March 2019, Owl enclosure (create garden, alter Waders Avery, expanded quarantine housing) -March 2020	May-17	The facility provides a resource for learning, engagement, delivering the zoo vision outcomes, and is visited by a diverse range of people.	Operational Services Manager	Contribute to a flourishing society.
			Strategy and monitoring schedule developed and in place to ensure the effective management of the zoo is planned and completed.	Apr-22			
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
B DP5	4	<b>Development of the Adventure Playground</b> Redevelopment of the Adventure Playground in order to update and provide new and inclusive opportunities and experiences for a diverse range of young people.	Detailed design and procurement completed.	Mar-19	A facility which is inclusive and accessible to all. Visitors lives are enriched by using the facility and the connection to the Heath is developed at an early age.	Operational Services Manager	Contribute to a flourishing society.
			Contractor appointed, installation and landscaping completed.	Oct-19			
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							
B DP6	4	<b>Health &amp; Well-being - Development of our sports offer.</b> Develop a plan to deliver a sports offer to ensure that that experiences, activities and sports offer broad appeal to a wide range of people. Working collaboratively to provide and support increased participation in active, outdoor activity.	Plan developed which delivers opportunities aligned to the Open Spaces Department Sports and Physical Activity Framework.	Oct-19	Facilities contribute to the health and well-being of visitors. A diverse range of visitors participate in sports and activities.	Operational Services Manager	Contribute to a flourishing society.
			Improvements identified and incorporated into the AWP and City Surveyors Department Cyclical Work Programme for 2020-2021.	Apr-19			
			Benchmarking carried out.	Jun-19			
			Gateway 1-2 Project developed for re-surfacing and re-lamping the Parliament Hill Athletics Track	Apr-20			
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							
B DP7	4	<b>Develop a Master Plan for optimising facilities at Parliament Hill</b> Carry out a review of facilities and buildings at Parliament Hill to relocate the Superintendent, Management and Support Team. Review the operational base to provide a visitor centre and maintain suitable accommodation for staff and volunteers, as well as improved sports facilities and improved learning facilities.	Prepare a Gateway 1-2 report in order to take forward a project brief, in conjunction with the City Surveyors department in order to carry out a feasibility study.	Mar-19	Visitor facilities and the range of Heath experiences are accessible to a diverse range of Heath visitors. Staff facilities fit for purpose.	Operational Services Manager	Contribute to a flourishing society.
			Feasibility study completed and an implementation plan and schedule developed.	Nov-19			
Links to other Outcomes: A, C & D							
Links to other Priorities: 3, 5, 6, 7, 8, 9 & 10							

Vision Theme: The Heath is inclusive and welcoming							
OUTCOME C: The Heath is inclusive and welcoming to a diverse range of visitors							
Priority 5: Increasing social inclusion							
Priority 6: Diversity and Equality							
Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
C DP1	5 & 6	<p><b>Access Audit and landscape improvements.</b></p> <p>An audit of sites to inform changes to provide accessible facilities for all visitors. Projects include: The swimming facilities and Golders Hill Park accessible car park.</p>	Project plans developed.	Jul-19	Facilities and sites are accessible to a diverse range of visitors.	Operational Services Manager	Contribute to a flourishing society.
Links to other Outcomes: A, B & D							
Links to other Priorities: 4, 7, 8, 9 & 10							
C DP2	5 & 6	<p><b>Promote social, environmental and economic outcomes for the Heath cafes</b></p> <p>Undertake an engagement and consultation exercise to inform the outcomes of a tender exercise to secure social, environmental and economic outcomes for the Cafes on Hampstead Heath.</p>	<p>Plan developed, which will include consultation and user engagement.</p> <p>Commence engagement and consultation activities.</p> <p>Tender process carried out and leases granted. Service standards and monitoring process embedded in AWP.</p>	<p>Apr-19</p> <p>June-20</p> <p>Sep-20</p>	<p>Leases are in place and cafes provide an inclusive space which is welcoming to a diverse range of visitors.</p> <p>The cafes are an integral part of the Heath experience and support the achievement of the Outcomes.</p> <p>Delivery of longer leases which will enable tenants to make investment in the business.</p> <p>The cafes provide an inclusive space which is welcoming to a diverse range of visitors.</p>	Queen's Park & Constabulary Manager	Contribute to a flourishing society.
Links to other Outcomes: A, B & D							
Links to other Priorities: 3, 4, 7, 8, 9 & 10							

Vision Theme: Together we care for the Heath							
OUTCOME D: Greater number and diversity of people taking care of the Heath							
Priority 7: Increased sense of collective ownership and personal responsibility							
Priority 8: Visitor behaviour is pro-environmental							
Priority 9: People treat the Heath and other visitors with respect							
Priority 10: Responsible Management							
Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
D DP1	7, 8, 9 & 10	<b>Waste Management</b> Develop a strategy to deliver improvements across all sites, including improved collection, disposal and mechanisms to reduce waste, and increase recycling.	Agreed project plan.	Apr-19	There is a reduction in waste volume and an increase in recycling.  Visitors contribute to a reduction in the quantity of waste deposited on the Heath. Resulting in a reduction of volumes of waste collected and an increase in recycling.	Highgate Wood, Conservation & Trees Manager	Shape Outstanding Environments.
			Undertake research on visitor behaviour to plan communication and key messaging.	Apr-19			
			Implement pilot project for recycling.	Apr-19			
			Developing options to implement a waste and co-mingled recycling scheme on Hampstead Heath and procure principle contractor.	Jun-19			
			Implement a phased introduction of the scheme.	Sep-19			
			Monitor reductions in waste streams.	Apr-19			
Links to other Outcomes: A & B							
Links to other Priorities: 3 & 4							
D DP2	7, 8, 9 & 10	<b>Development of volunteering opportunities across the Division.</b> Create and enable increased opportunities for volunteering, to achieve high quality and inclusive volunteering experiences.	A range of diverse volunteering opportunities are available and promoted.	Jul-19	A diverse range of volunteers are contributing to the Heath.  People feel connected and valued and have a sense of collective ownership and personal responsibility.	Queen's Park & Constabulary Manager	Shape Outstanding Environments.
			Partnership agreements are reviewed and developed with partners.	Mar-20			
Links to other Outcomes: A, B & C							
Links to other Priorities: 1, 3, 4, 5 & 6							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
D DP3	7	<b>Engagement, Consultation &amp; Communications Strategy</b> Development of a strategy and policy to provide clarity, improved ways of working and delivery of services.	A strategy has been developed, agreed and implemented across the Heath.	Apr-19	Visitors have a clear understanding of the information shared. Information is timely, concise, relevant and supports the delivery of Outcomes.	Leisure & Events Manager	Shape Outstanding Environments. Support a thriving economy
			Stakeholder mapping completed to inform engagement and communications plan.	Oct-19	Communications are relevant and reach a wide range of people.		
			Develop a proposal for engagement through a Heath Forum	Jun-20	A proposal is shared, discussed and understood and participation by a diverse range of stakeholders is supported.		
			Heath Forum established in order to engage, consult and communicate with a wide range of Heath visitors, users and partners.	Jun-21	A diverse range of people have a voice and are involved in the Heath community.		
Links to other Outcomes: A, B & C							
Links to other Priorities: 1, 2, 3, 4, 5, 6, 8, 9 & 10							
D DP4	10	<b>Efficiencies and Investment Plan</b> Identify and develop efficiencies to deliver savings.	A review of the service has been carried out to identify effective ways of work and opportunities to deliver efficiencies.	Jul-19	Responsible management of resources ensures that a sustainable service is delivered and the Heath continues to be cared for in an appropriate way.	Business Manager	Shape Outstanding Environments.
			Identify and develop an income generation strategy.	Oct-19			
Links to other Outcomes: A, B & C							
Links to other Priorities:							
D DP5	10	<b>Maximise opportunities for web based and contactless payment systems</b> Provide online, contactless and pay by phone payment opportunities. Provide mobile applications for filming, bookings and information sharing.	Multiple methods for payment and booking are available.	Jul-19	Visitors are able to have convenient access to bookings, information and facilities.	Business Manager	Shape Outstanding Environments. Support a thriving economy
			Pay by Phone embedded to replace cash/card payments at Hampstead Heath car parks.	Apr-21	Management information is available to aid reporting and decision making.		
Links to other Outcomes: A & B							
Links to other Priorities:							

Reference	Primary Priority	Project & Action to deliver the objective	Key Milestone	Date	Final Result	Lead	Links to Corporate plan and OS Business Plan
D DP6	10	<b>Ensure the health and welfare of our skilled and motivated staff</b> Deliver a range of initiatives to ensure the health, well-being, learning and development of our workforce.	OSD Culture Board Action plans are in place.	JUL-19	Increased levels of staff satisfaction and motivation.	Business Manager	Shape Outstanding Environments.
			Effectively communications are in place.	JUL-19	Appropriately skilled workforce, able to deliver effectively and provide high standards of service.  Staff working effectively with volunteers to provide a range of opportunities.  Culture change and actions resulting from the staff survey delivered, ensure that there is an adaptable and motivated work force who feel empowered and valued.		
Links to other Outcomes: A, B & C							
Links to other Priorities: 4, 5 & 9							
D DP7	10	<b>Ensure the Divisions Fleet is Ultra Low Emissions Zone (ULEZ) compliant by 2021.</b> In order to meet the emission requirements, and manage the financial implications of the ULEZ, implement the agreed vehicle replacement plan.	Implement the local Fleet and Plant Management Plan.	Apr-19	Fleet is ULEZ compliant, minimising the impact upon the environment to drive down the negative effects of our own activities.	Operational Services Manager	Shape Outstanding Environments.
Links to other Outcomes: A & B							
Links to other Priorities: 1, 4 & 8							

Pipeline Projects for coming years, which are at a formative stage			
Outcome	Priority	Project	Year
D	7	Youth Engagement Forum for the Heath.	2020/21
D	7 & 10	150 Anniversary of the 1871 Hampstead Heath Act – Celebration.	2020/21
A	2	Heritage Strategy – Management Plan- Listed structures, buildings etc.	2020/21
A	1	Hampstead Heath Ponds – Future ecological Surveys.	2021/22
B	4	Peggy Jay Centre Playground refurbishment.	2020/21
A	3	Developing guiding principles for cycling & angling.	2020/21
C	5	Improved security at vehicle entrances at Parliament Hill and Golders Hill Park.	2021/22

Transition Sheet - Project Record Schedule

Original Ref	New Ref	Detail	Update	Year	Comments
1.1	A DP1	Implementation of the Hampstead Heath Management Strategy.		2019/20	
1.2		Hampstead Heath Ponds Project landscaping, habitat establishment and management.	Moved to AWP CE-CW1	2019/20	
1.3	A DP2	Hampstead Heath Ponds and Wetlands Strategy.		2020/21	
1.4	DP 5	Continue to Implement Strategies that direct and support the outcomes and priorities for the Management of Highgate Wood, Keats House and Queen's Park.		2019/20	
1.5	A DP2	Highgate Wood Conservation Management Plan.	Incorporated into DP5	2019/20	
1.6	A DP3	Veteran and Ancient Tree Protection		2019/20	
1.7		Protections of Veteran Trees - Tree Forum - Engagement with neighbouring Boroughs to adopt guidance.	Moved to AWP TT-PR1		
1.8	A DP7	Bio-security Management.	Also referenced in AWP TT-PR2		
1.9		Kenwood Yard resurfacing	Completed 2017/18		
1.10	DP1	Keats House CIL project.		2019/20	
3.4	B DP2	Develop a Play Strategy		2019/20	
3.5	B DP3	Develop the Events Strategy		2019/20	
3.6	A DP6	Development of guiding principles for visitor services across all sites		2019/20	Peggy Jay Playground - Pipeline project
3.7	B DP4	Review and development of Golders Hill Park Zoo.		2019/20 2020/21 2021/22	
3.8		Redevelopment of the Queen's Park Children's Farm	Completed 2018/19		
3.9		Bench dedication and sponsorship project.	Moved to AWP SS-PR7		
3.10	B DP5	Development of the Adventure Playground.		2019/20	
3.11		Review and update entrance signage across the Division.	Moved to AWP COM-PR5		
3.12		Develop the Hive.	Project Closed linked to B DP7		
3.13	DP4	Keats 200 Celebration.		2019/20 2020/21	
3.14	B DP1	Project 3.5 duplicated. Culture moved to 3.14.		2020/21	
4.1	B DP6	Health & well-being - Development of our sports offer.		2019/20	

Original Ref	New Ref	Detail	Update	Year	Comments
4.2		OS Dept Water Safety Policy	Moved to AWP OS-CW14		
4.3		Café and catering provision across the Division.	Integrated into C DP2		
4.4	C DP2	Promote social, environmental and economic outcomes for the Heath cafes.		2019/20 2020/21	
4.5	B DP7	Develop a Master plan for optimising facilities at Parliament Hill.		2019/20 2020/21 2021/22	
5.1	D DP4	Efficiencies and investment plan.		2019/20	
5.2	D DP5	Maximise opportunities for web based and contactless payment systems.		2019/20	
5.3	A DP1	This forms part of the review and implementation of the Management Strategy - 1.1, now A DP1	Embed Divisional Management Framework into ways of working, incorporated into A DP1	2019/20	
5.4		Working Arrangements Review.	Completed 2017/18		
5.5	D DP6	Ensure the health and welfare of our skilled and motivated staff.		2019/20 2020/21 2021/22	
New Project	A DP7	Bio-Security.	New Project	2019/20 2020/21 2021/22	
New Project	A DP8	Monitor Development which may impact upon the Heath.	New Project	2019/20 2020/21 2021/22	
New Project	D DP7	Ensure the Divisions Fleet is Ultra Low Emissions Zone (ULEZ) compliant by 2021.	New Project	2019/20 2020/21 2021/22	