

APPENDIX 1: Hampstead Heath Business Plan (FY'2024-25)

CITY OF LONDON CORPORATION CORPORATE PLAN OUTCOMES (2024-2029)	NATURAL ENV'T DIVISION STRATEGIC PRIORITIES (2024-2029)	HAMPSTEAD HEATH MGMT STRATEGY THEMES (2018-2028)
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OUTPUT TOPIC	BRIEF DESCRIPTION	PRIMARY LEAD	<table border="1" style="width: 100%; text-align: center; font-size: small;"> <tr> <td>Diverse Engaged Communities</td> <td>Dynamic Economic Growth</td> <td>Leading Sustainable Environment</td> <td>Vibrant Thriving Destination</td> <td>Providing Excellent Services</td> <td>Nature conservation and resilience</td> <td>Community engagement</td> <td>Access and recreation</td> <td>Culture, heritage, and learning</td> <td>Income generation</td> <td>We protect and conserve the Heath</td> <td>The Heath enriches lives</td> <td>The Heath is inclusive and welcoming</td> <td>Together we care for the Heath</td> </tr> </table>													Diverse Engaged Communities	Dynamic Economic Growth	Leading Sustainable Environment	Vibrant Thriving Destination	Providing Excellent Services	Nature conservation and resilience	Community engagement	Access and recreation	Culture, heritage, and learning	Income generation	We protect and conserve the Heath	The Heath enriches lives	The Heath is inclusive and welcoming	Together we care for the Heath
			Diverse Engaged Communities	Dynamic Economic Growth	Leading Sustainable Environment	Vibrant Thriving Destination	Providing Excellent Services	Nature conservation and resilience	Community engagement	Access and recreation	Culture, heritage, and learning	Income generation	We protect and conserve the Heath	The Heath enriches lives	The Heath is inclusive and welcoming	Together we care for the Heath													
Cyclical Work Programme	Provide necessary support to ensure delivery by colleagues in City Surveyor's Department	City Surveyor's Department				X		X		X	X	X	X	X	X	X	X	X											
Reactive Repairs and Maintenance Programme	Provide necessary support to ensure delivery by colleagues in City Surveyor's Department	City Surveyor's Department				X	X	X	X			X	X	X	X	X	X	X											
Carbon Removals Project	Implement Hampstead Heath actions as part of the Carbon Removals Project, including building in resilience to natural habitats to protect against climate change, relaxed mowing, woodland creation, leaky dams, etc).	Conservation Team				X				X					X														
Natural Capital Audit	Explore possibilities for projects to increase natural capital and biodiversity net gain across Hampstead Heath based on recent Natural Capital Audit report	Conservation Team				X	X		X	X	X	X				X													
Parking	Complete installation of ANPR technology in the four Hampstead Heath car parks to improve enforcement	Conservation Team							X		X				X	X													
Oak Processionary Moth	Develop project to monitor Oak Processionary Moth parasitoid, Carcelia iliaca. Continue working collaboratively with H&HS and Heath Hands monitoring Carcelia at HH, HW and QP. Expand the area of parasitoid monitoring sites, and try and measure level of parasitism in each nest.	Conservation Team				X				X					X														
Visitors	Ecological monitoring of visitor impact to Hampstead Heath	Conservation Team				X				X					X														
Veteran tree conservation	Tree team to promote the VETCert qualification and provide training for Natural Environment staff to obtain VETCert qualification. This project is supported by the Ancient Tree Forum (ATF).	Conservation Team									X				X	X													
Nature recovery	Work with key partners in Heath and Hampstead Society and Hampstead Neighbourhood Forum to propose creation new wildlife links to increase connectivity of surrounding SINC sites, with Hamstead Heath acting as the hub.	Conservation Team	X			X				X	X	X			X	X		X											
Heath Ponds & Conservation Plan (2021)	Review and revise plan; Continue to implement recommendations	Conservation Team				X				X					X	X													
Pond health	Continue to research the impact and levels of pesticides across Heath ponds and inflows	Conservation Team				X				X					X														
Research collaboration	Partner with external institutions to carry out research into topics such as water quality, pest and disease and invasive species, and with volunteers to do Ecological monitoring of flora and fauna	Conservation Team	X			X	X			X	X				X	X		X											
Student projects	Continue to encourage and support student projects across Hampstead Heath	Conservation Team	X			X	X			X	X				X	X		X											
Ponds aeration	Seek funding and begin replacement of aeration equipment. Initial priorities, Bathing ponds and Hampstead No.2.	Conservation Team				X	X		X	X		X		X	X	X													
Sports	Installation of angling platform	Conservation Team				X	X	X		X	X		X		X	X													
Constabulary training and induction	Create a training and induction programme and handbook for Hampstead Heath Constabulary	Constabulary	X				X			X	X				X	X	X												
Constabulary	Procure a new digital platform for the Constabulary	Constabulary	X			X	X	X		X	X				X	X	X												
Income Generation Strategy	Work with colleagues to support development of the Income Generation Strategy with respect to Natural Environment Division, North London Open Spaces and Hampstead Heath	Development & Partnerships Team						X							X														
Income stream review	Complete review of existing income streams and charging frameworks for North London Open Spaces and Hampstead Heath	Development & Partnerships Team													X	X	X	X											
Income generation / Business development	Create a business development plan for North London Open Spaces and Hampstead Heath	Development & Partnerships Team				X	X								X	X	X	X											
Events	Conceive and deliver a holistic events programme that meets visitor needs and is aligned with the Hampstead Heath Management Strategy and Events Policy	Development & Partnerships Team	X			X		X		X		X	X		X	X	X	X											
Events	Create a 'lookbook/prospectus' of event spaces on Hampstead Heath for events, filming, and weddings.	Development & Partnerships Team				X		X		X	X	X	X		X	X													
Communications	Creation of Communications Plan to encourage positive behaviours on Hampstead Heath and promote health and wellbeing benefits of the Heath	Development & Partnerships Team				X	X		X	X	X	X			X			X											

Website	Complete a review and update to the Hampstead Heath portion of the website	Development & Partnerships Team							X				X	X							X		
Licensing	Explore wedding licensing for Hampstead Heath	Development & Partnerships Team							X	X	X		X	X								X	
Cafés	Complete procurement for café vendors for all spaces on Hampstead Heath	Development & Partnerships Team							X	X	X		X		X	X					X	X	
Capital Project: Ladies Pond conveniences improvements	Deliver an event programme that reflects the Heath, supports income generation needs, and is aligned with the Events Policy	Development & Partnerships Team	X						X	X	X		X	X	X	X					X	X	
Fundraising campaigns	Develop campaigns to complete and/or close out existing project-specific fundraising campaigns, and where appropriate, support or initiate fundraising campaigns to support work (eg. Golders Hill Park Zoo)	Development & Partnerships Team							X		X									X	X	X	X
Access to information	Audit availability of digital and physical information from City Corporation-managed information resources to assess public access to information about the Heath.	Development & Partnerships Team	X						X	X			X	X							X	X	
Learning	Offer environmental resilience projects for young people	Learning Team (partner)							X	X	X		X	X	X						X	X	X
Wellbeing	Engage young people in activities that engage them with nature	Learning Team (partner)							X	X	X		X	X	X						X	X	X
Learning	Offer climate education learning programmes	Learning Team (partner)							X	X	X		X	X	X						X	X	X
Global City of Sport' Strategy	Review Corporate strategy and examine opportunities for alignment and synergies	Operations & Parks Team	X						X	X	X		X	X		X					X	X	
Capital Project: Ponds Project	Provide necessary support to ensure delivery by City Surveyor's Department	Operations & Parks Team	X						X	X			X	X								X	
Capital Project: Parliament Hill Improvement Projects	Prioritise potential improvement projects based on consultations and explore funding opportunities	Operations & Parks Team				X			X	X	X	X	X	X						X	X	X	
Health & Safety	Create and updated Health and Safety Plan for North London Open Spaces	Operations & Parks Team							X	X	X		X	X	X					X	X	X	X
Health & Safety	Complete maintenance on vehicles and equipment to ensure H&S requirements are met	Operations & Parks Team							X	X	X		X	X	X					X	X	X	X
Health & Safety	Complete staff training to ensure H&S needs and requirements are met	Operations & Parks Team							X	X	X		X	X	X					X	X	X	X
Leisure	Implement the new Leisure Management System booking system for swimming on the Heath	Operations & Parks Team							X	X	X		X	X		X					X	X	
	Update terms of reference for the Sports & Wellbeing Forum and ensure that Forum is furthering updated objectives, and attend relevant working groups furthering sports and wellbeing	Operations & Parks Team	X						X	X	X		X	X		X					X	X	X
Sports & Wellbeing	Update terms of reference for the Sports & Wellbeing Forum and ensure that Forum is furthering updated objectives, and attend relevant working groups furthering sports and wellbeing	Operations & Parks Team	X						X	X	X		X	X		X					X	X	X
Sports	Reinitiate the Track Forum	Operations & Parks Team	X						X	X	X		X	X							X	X	X
Sports and physical activity	Review existing licenses and booking systems for sports facilities on Hampstead Heath	Operations & Parks Team	X						X	X	X		X	X							X	X	X
Sports	Initiate a Swimming Forum	Operations & Parks Team	X						X	X	X		X	X							X	X	X
Golders Hill Park playground	Installation of new sandpit sleepers	Operations & Parks Team							X	X	X		X	X							X	X	
Capital Project: Pergola	Work with colleagues in City Surveyor's Department to implement short-term repairs, and explore long-term solution to maintenance deficit	Operations & Parks Team							X		X		X	X	X	X	X				X	X	X
Capital Project: Pergola	Review access arrangements for weekend and bank holiday opening during park opening hours following installation of ANPR.	Operations & Parks Team	X						X	X	X		X	X							X	X	
Car parking	Review access arrangements for weekend and bank holiday opening during park opening hours following installation of ANPR.	Operations & Parks Team	X						X	X	X		X	X							X	X	
Fleet	Dispose of non-ULEZ vehicles where possible	Operations & Parks Team										X									X		
WiFi at ponds	Upgrade WiFi at Ladies' and Men's ponds; Install WiFi at Mixed Pond	Operations & Parks Team							X	X	X		X		X						X	X	
Café planters	Implementation of planting plan to renovate the planters outside of the café.	Operations & Parks Team							X	X	X										X		
Access	Complete a self audit of access challenges across Hampstead Heath	Operations & Parks Team / Conservation Team	X						X	X	X		X	X							X	X	
Visitor survey	Complete a survey of visitor footfall to inform future management of Hampstead Heath	Operations & Parks Team / Conservation Team	X	X					X		X	X	X	X		X	X				X	X	X
Signage	Audit on-site signage for accuracy, condition, and clarity, and to direct visitors away from sensitive areas where possible.	Operations & Parks Team / Conservation Team							X	X	X	X	X		X						X	X	X
Stakeholder and user groups	Complete an audit and inventory of all user group agreements	Operations & Parks Team / Conservation Team								X				X	X		X				X	X	
Golders Hill Park Zoo	Implement 'Zoo Experiences' to engage communities and generate income at the Zoo and increase marketing for the Zoo	Operations & Parks Team / Conservation Team	X						X	X	X	X	X	X	X	X	X				X	X	X
Charity Review	Work with colleagues to support the Charity Review with respect to North London Open Spaces and Hampstead Heath	Superintendent							X		X		X	X	X	X	X				X	X	X
Operational Property Review	Work with colleagues to support the Operational Property Review with respect to North London Open Spaces and Hampstead Heath	Superintendent							X	X	X	X		X		X						X	
Staff recruitment	Complete recruitment for remaining vacancies for North London Open Spaces	Superintendent	X						X	X	X	X	X	X	X	X	X				X	X	X
Hampstead Heath Management Strategy	Complete 5-year review of Hampstead Heath Management Strategy with working group	Superintendent	X	X					X	X	X	X	X	X	X	X	X				X	X	X
Policies and protocols	Complete inventory and prioritise updates of all policies and protocols across North London Open Spaces	Superintendent	X						X	X	X	X	X	X	X	X	X				X	X	X
Community Engagement	Create a 'Community Engagement Toolkit' to guide engagement activities by type, size, subject, etc	Superintendent	X						X	X	X		X	X	X						X	X	X
Partnerships	Complete updated Heath Hands agreement and continue to work with external partners and volunteers to support caring for Hampstead Heath	Superintendent	X						X	X	X		X	X							X	X	X
Stakeholder management	Continue to engage meaningfully Hampstead Heath Consultative Committee, Sports & Wellbeing Forum, and other stakeholders and stakeholder fora to ensure that Heath management is informed by its community of users	Superintendent	X						X	X	X	X	X	X	X						X	X	X
Modernised administrative processes	Support Services Team will interrogate existing administrative processes, update where necessary, and create where needed.	Support Services Team							X	X	X		X	X	X	X						X	