

																CORPORATE PLAN STRATEGIC OUTCOMES					NATURAL ENV'T STRATEGIES				
#	ACTIVITY	ACTIVITY DESCRIPTION	HAMPSTEAD HEATH MANAGEMENT STRATEGY PRIMARY OUTCOME FURTHERED	HAMPSTEAD HEATH MANAGEMENT STRATEGY PRIMARY PRIORITY FURTHERED	2025- 26 FTE	2026- 27 FTE	2027- 28 FTE	2028- 29 FTE	2029- 30 FTE	PRIORITISATIO N SCORE (where relevant)	TOTAL BUDGET (where relevant)	FUNDING SOURCE	MEASURE OF SUCCESS	MEASURE OF SUCCESS TARGET	NLOS LEAD	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	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
	Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.	<select>	<select>	TBC	TBC	TBC	TBC	TBC			Local Risk (Hampstead Heath Charity)			ALL										
	Cyclical Works Programme (City Surveyor's Dept)	Numerous workstreams to be itemised. 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.	<select>	<select>	TBC	TBC	TBC	TBC	TBC			<select>			ALL										
	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.	<select>	<select>	TBC	TBC	TBC	TBC	TBC			<select>			ALL										
1	Habitat management	Continue proactive management of natural habitats and proportionate interventions, to maintain the distribution of habitat types informed by surveys, and monitoring in collaboration with partner organisations. Planting and protection of trees and hedgerows on the Heath in select approved areas	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC	TBC				TBC	TBC	Climate Action Strategy			Conservation Team										
2	Sheep on the Heath	Explore opportunities to re-establish traditional management techniques such as conservation grazing. Host grazing sheep on the Heath in calendar year 2025.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										
3	Veteran and ancient tree long-term plan	Develop a long-term plan for the protection and succession of our veteran and ancient trees. This plan is in preparation with anticipated publication in 2025.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										
4	Nature connectivity	Enhance connectivity of areas of conservation value, both on the Heath and beyond its borders, as part of the emerging GLA Local Nature Recovery Strategy.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										
5	Pesticides in dog swimming ponds	Proactively monitor and manage threatening processes to mitigate their impact, including invasive species, pests and disease, pollutants and impacts of climate change. Review the results of the recent study on the presence of pesticides in dog swimming ponds and initiate actions (exact actions TBC)	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC	TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										





25	Review of Commercial Dog Walking License Scheme	Enforce the Commercial Dog Licensing Requirements and Dog Walking Code of Conduct, and the Heath By Laws Review the Terms and 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 The Heath is maintained as a flourishing biodiverse green space and historic landscape	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Constabulary											
26	Review of Golders Hill Park Zoo strategy	<b>Move towards a more sustainable Zoo collection which reflects wildlife in Britain and current and historic relationships with the Heath.</b> Review and update the Golders Hill Park Zoo Strategy and continue with implementation	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
27	Facility maintenance	<b>Ensure sports and recreational facilities undergo regular review and are refurbished and maintained in partnership with the City Surveyor's Department.</b> Accomplished as per Cyclical Works Programme	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Cyclical Works Programme (City Surveyor's Dept)			City Surveyor's											
28	Sports forums	<b>Work with local partners, including users groups and the London Boroughs of Camden and Barnet and national bodies such as Sport England, to sustain a range of experiences, activities and sports that offer broad appeal to a wide range of people and maintain the quality of our sports facilities and the range of sports offered.</b> Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum, Athletics Track Forum, and Swimming Forum.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
29	Sports forums	<b>Support the many clubs, organisations and user groups, most of which rely heavily on volunteers, to ensure increased participation and remove barriers to engagement in sports and recreation.</b> Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum, Athletics Track Forum, and Swimming Forum.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
30	Sports forums	<b>Embed our goal to increase active outdoor participation into everything we do, (for example, in the design of facilities, services and activities, including the events programme, learning programme, nature conservation, volunteering, operational services, information and communication).</b> Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum, Athletics Track Forum, and Swimming Forum.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
31	Leisure Management System for swimming	<b>Improve access and opportunities to engage in sport through introduction of a central Leisure Management System for bookings and information for sports and other activities.</b> 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)	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
32	Natural Environment Learning Team Agreement	Continue to develop and expand our Learning, Heritage and Volunteer programmes, emphasizing the importance of an emotional connection with the Heath and the benefits to health and well-being which come from spending time with nature, as well as enhancing knowledge and understanding. Complete an agreement with the Natural Environment Learning Team to support their provision of continued learning activities on the Heath	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC						TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent Parks & Operations Team Conservation Team											





53	Support of Natural Environment Learning Team activities	Support Learning Team work at Hampstead, including coordinating access, site and building management/maintenance, and other coordination and site management activities. The Learning Team delivers a significant amount of work on the Heath, both as part of Business as Usual and as unique initiatives and projects. As per a forthcoming new Partnership Agreement in 2025, the Learning Team and NLOS will develop an annual activity plan aligned with charitable objectives	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	8. Visitor behaviour is pro-environmental	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team												
54	Recruitment	<b>Provide opportunities for a lasting connection with the Heath through volunteering, sponsorships, legacies and endowments.</b> Successful recruit the Head of Development & Partnerships role	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	9. People treat the Heath and other visitors with respect	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												
55	Develop relationship with Metropolitan Police	<b>If necessary, work with the Metropolitan Police to ensure our staff and visitors feel safe and secure on the Heath.</b> Continue to develop the relationship with the Metropolitan Police via the Constabulary, West Heath working group, and active attendance at Met-hosted meetings.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	9. People treat the Heath and other visitors with respect	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Constabulary												
56	Management of West Heath	Reactivate a working group to address the documented health and safety impacts of activities on West Heath and implement other operational measures in response	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	9. People treat the Heath and other visitors with respect	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent Conservation Team												
57	Constabulary induction programme	<b>Strong governance, working within the legislative and policy framework, meeting our statutory obligations and upholding the Hampstead Heath byelaws.</b> Complete new training and induction programme for all Constables. Host a refresher training on the byelaws for relevant staff.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Constabulary												
58	Complete safeguarding training for staff in need	Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												
59	Cafes	Create positive social and environmental value through responsible business practices. Complete the remarketing of the three cafes on the Heath (Parliament Hill Cafe, Parliament Hill Lido Cafe, and Golders Hill Park Cafe)	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Development & Partnerships Team												
60	Fleet audit	<b>Provide environmental stewardship in the use of resources and associated emissions to provide a clean environment and drive down the negative effects of our own activities.</b> Audit our fleet to identify the most polluting vehicles, and prioritise for replacement where possible.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team												
61	Hedgehog research	Continue to work with partner organisations to explore options for effective conservation management, such as working with the Heath & Hampstead Society on the experimental re-introduction of conservation grazing to Heath Extension, and the recent meadow enhancement in association with Heath Hands and Butterfly Conservation. Partner with Heath & Hampstead Society on sheep grazing. Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC				TBC	TBC	External			Conservation Team												
62	Natural Environment Charity Review	Continue to work with the Charity Review Team on due diligence and preparatory work to support the Charity Review as it relates to Hampstead Heath	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												

63	Recruitment	Continue and complete the recruitment to vacant posts	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)													
63	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 Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)													
64	Review of licenses and agreements	Review existing licenses, agreements and uses of the Heath to ensure that all necessary agreements are modern, appropriate, and in place	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)													