

# APPENDIX 1: FIVE-YEAR BUSINESS PLAN (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	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
				2025-26	2026-27	2027-28	2028-29	2029-30		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
Sheep on the Heath	Host grazing sheep on the Heath in calendar year 2025 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)	X		X	X			X	X		X
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)			X		X	X	X			X
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)			X	X	X	X	X	X		
Flood mitigation	Engage with Barnet and Camden 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			X	X	X	X	X		X	
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			X	X	X	X	X		X	
New ponds	Create up to 11 new small ponds of varying in 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			X	X	X	X	X		X	

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			X	X	X	X	X	X	X	
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			X	X	X		X		X	
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			X		X		X		X	
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)			X	X	X	X	X	X	X	X
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)			X	X	X		X	X	X	
Hill Garden Pergola restoration	Develop a 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						TBC (currently unfunded)			X	X	X	X		X	X	X
Planning consultant	Restore relationship with 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)	X		X	X	X	X	X	X	X	X

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	2. Heritage aspects and landscape character are maintained						External			X	X			X		
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	2. Heritage aspects and landscape character are maintained						Local Risk (Hampstead Heath Charity)			X		X		X	X	X
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)			X	X	X		X	X	X
Implement Safe 365	Continue the review and update of documents and activities to guide the safe and efficient running of the Heath with the City Corporation's new Safe 365 platform.	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)				X	X				X
Signage audit, replacement, and improvement	Complete the signage audit (2025-26) and repair and replace signs as funding permits.	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)	X		X	X	X		X	X	X
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)			X	X	X		X	X	X

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)				X	X		X	X	X
Hampstead Heath Sports & Wellbeing Forum	Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum as part of work to work with local partners to sustain a range of experiences, activities and sports that offer broad appeal to a wide range of people.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being						Local Risk (Hampstead Heath Charity)	X			X	X	X		X	X
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)	X			X	X			X	X
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)	X		X	X	X		X	X	X

Audit of Heath accessibility	Perform a self-audit of access challenges on the Heath to sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences on the Heath, and to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised, and ensure facilities and activities are welcoming, accessible to all, affordable and promote inclusion.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					Local Risk (Hampstead Heath Charity)	X				X				X	X	
Events prospectus	Complete a public-facing document to highlight potential event and activity sites on the Heath for community and commercial use, inclusive of relevant information on pricing and permitted uses.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					Local Risk (Hampstead Heath Charity)	X				X	X			X	X	X
Parliament Hill Improvement Projects	Officers will explore potential funding sources for these previously proposed projects in 2025-26 and beyond.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					TBC (currently unfunded)	X				X	X	X	X	X	X	
Golders Hill Park Playground / Sandpit	Complete improvements to the Golders Hill Park Playground / Sandpit now that Barnet Council application for NCIL funding has been successful.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					Local Risk (Heath) + External	X				X	X	X		X	X	
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					TBC (currently unfunded)	X				X	X	X		X	X	
Saunas	Review use of sauna at Parliament Hill Lido and appropriateness of use 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)					X	X			X	X	
Winter swimming at Mixed Pond	Review seasonal use of the Mixed Pond and determine if all-year round use of the Pond is needed to meet growing demand for pond swimming.	B. The Heath enriches our lives	4. Improved physical health, mental health and emotional well-being					Local Risk (Hampstead Heath Charity)	X				X	X			X	X	
Playgrounds	Develop a best practice guide for the NLOS playgrounds	B. The Heath enriches our lives	10. Responsible management					Local Risk (Hampstead Heath Charity)	X				X	X			X	X	

Heath webpage audit	Complete the audit of the Heath webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info, to improve access to information on the Heath and online about opportunities to engage in volunteering or other activities.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	
Community Engagement Toolkit	Develop a 'Community 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	C. The Heath is inclusive and welcoming	5. Increasing social inclusion					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X
Launch Golders Hill Park Zoo experiences	Launch the Zoo Experiences at Golders Hill Park, including the 'Keeper Experience' and the 'Feeding Experience', and complete any remaining preparations to do so. Once launched, continue to deliver programme as part of BAU.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X
Review weddings on Hampstead Heath	Review reintroduction of weddings on the Heath and review previous hosting of weddings on Hampstead Heath, secure needed permits/licence, and re-initiate hosting of weddings at approved locations.	C. The Heath is inclusive and welcoming	5. Increasing social inclusion					Local Risk (Hampstead Heath Charity)	X			X	X	X		X	X	
Bike racks at ponds	Install bike racks at Men's and Mixed Ponds	C. The Heath is inclusive and welcoming	8. Visitor behaviour is pro-environmental					Local Risk (Hampstead Heath Charity)	X			X	X			X		

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	10. Responsible management					Charity Review	X		X	X	X	X	X	X	X	X
Parliament Hill Tennis Hut reactivation	Support Heath Hands in reactivating the Parliament Hill Tennis Hut as per HHHWQP committee report of 3 February 2025.	D. Together we care for the Heath	7. Increased sense of collective ownership and personal responsibility					Local Risk (Hampstead Heath Charity)	X			X	X			X	X	X
Memorial bench programme	Review the existing memorial bench 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)				X	X	X		X	X	
Develop relationship with Metropolitan Police	Continue to develop the relationship with the Metropolitan Police via the Constabulary, West Heath working group, and active attendance at Met-hosted meetings to ensure our staff and visitors feel safe and secure on the Heath.	D. Together we care for the Heath	9. People treat the Heath and other visitors with respect					Local Risk (Hampstead Heath Charity)	X			X	X				X	
Health & Safety issues on West Heath	Reactivate a working group to 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)	X		X	X	X		X	X		
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					<select>	X			X	X			X	X	
Cafes	Complete the remarketing and releasing of the cafes at all five NLOS locations.	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)	X			X	X	X		X		X
Hedgehog research	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 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			X				X	X	X	

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)					X			X	
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.	D. Together we care for the Heath	<select>					Local Risk (Hampstead Heath Charity)	X		X	X	X		X	X	X
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)			X	X	X			X	
Review of angling	Review use of bank of swimming ponds for angling and use of bivvys for overnight swimming and report to Committee in due course.	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)			X		X		X	X	

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by Heath and NLOS staff.

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 officer and is included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.	D. Together we care for the Heath	10. Responsible management					Local Risk (Hampstead Heath Charity)	X		X	X	X	X	X	X	X
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)	X		X	X	X	X	X	X	X



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)	X		X	X	X	X	X	X	X	X
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	X		X	X	X	X	X	X	X	X