

**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	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
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	

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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	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, and ensure public are aware of wildfire risks and causes.	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

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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	
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	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	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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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	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	X

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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	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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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, and include appropriate actions regarding unauthorised public access.	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	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	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	X	X	X

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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	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	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	

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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		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	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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30	Padel / Pickleball	Explore opportunities and provision for installing a padel and/or pickle ball court(s) at Parliament Hill and Golders Hill Park.	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		
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	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		X

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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	X	
36	Saunas	Review sauna usage at Parliament Hill Lido and explore opportunities for introduction at other swimming areas as separate but realted workstreams.	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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37	Automatic temperature gauges for the ponds	Investigate and install automatic temperature guages 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 spa	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	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	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	X	

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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	X	
42	Parkrun	Review Parkrun use and management in light of increasing participation to ensure continuity and safety. Explore introduction of Parkrun Junion	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	X	
43	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	
44	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

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45	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	
46	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
47	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	

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48	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		
49	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	
50	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	
51	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	

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

					ANTICIPATED YEARS WORKSTREAM OCCURS							CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENV'T STRATEGIES			
#	ACTIVITY	ACTIVITY DESCRIPTION	HAMPSTEAD HEATH MANAGEMENT STRATEGY  PRIMARY OUTCOME FURTHERED	HAMPSTEAD HEATH MANAGEMENT STRATEGY  PRIMARY PRIORITY FURTHERED	26-27	27-28	28-29	29-30	30-31	FUNDING SOURCE	LEAD TEAM at NLOS	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
52	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	
53	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
54	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	
55	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	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	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
56	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		
57	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	X	X
58	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	
59	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	



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60	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	X	
61	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			
62	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			
63	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	

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64	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
65	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	X	X
66	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	X
67	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	

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68	Events and filming venue space review	Review all spaces and venues to understand the community and commercial potential of each - past, current, and future - 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	X	X
69	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	X	X
70	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	X	X

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71	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	X	X
72	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	X	X
73	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	X	X
74	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	X	X

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75	Review of swimming facilities operations (Lido and Ponds)	Review facilities, swimming resource, staffing structure and operating hours to ensure effective management of the swimming service	D. Together we care for the Heath	10. Responsible management						Local Risk (Hampstead Heath Charity)	Parks & Operations Team	X			X	X			X	X	
76	Hampstead Heath Management Strategy	Develop a new Hampstead Heath Management Strategy (currint version runs 2018-2028).	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

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.

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	X	X	X	X
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<b>CWP</b>	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	X	X	X	X
<b>RBP&amp;MP</b>	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	X	X

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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	X	X