



## **Hampstead Heath Management Plan Review**

### **Staff Workshop**

**Thursday 1<sup>st</sup> September 2016**

**Parliament Hill Staff Yard**

**Report**

## Participants

- Abigail Tinkler
- Adam Green
- Barry Macefield
- Bob Warnock
- Danny Murphy
- Dave Cobb
- Grace Rawnsley
- Jennifer Wood
- Julia Makin
- Lucy Gannon
- Meg Game
- Richard Gentry
- Richard O'Mahony
- Richard Payne

### Workshop Objectives

By the end of the workshop we will have :

- Understood the Review process and our contribution to it;
- Reviewed the current Management Plan in order to ensure that the new Plan fully reflects future priorities and builds on our successes; and
- Considered the framework of the new plan, particularly in terms of key outcomes and performance indicators.

### Agenda

Timings	Activities
12.00pm	<b>Arrival and lunch</b>
12.30pm	<b>Welcome and Purpose of the Workshop</b> (Sharon Wright, Facilitator)
12.45pm	<b>How far have we come?</b> <ul style="list-style-type: none"> <li>- Reviewing the current Management Plan to consider :               <ul style="list-style-type: none"> <li>o What has worked well?</li> <li>o What would we do differently now?</li> </ul> </li> </ul>
2.00pm	<b>Tea</b>
2.15pm	<b>Moving Forward</b> What do we need to do in terms of : <ul style="list-style-type: none"> <li>- Structure of the new Plan</li> <li>- Key objectives</li> <li>- Identified and understood outcomes</li> <li>- Setting Performance Indicators</li> <li>- Ensuring comprehensive consultation and buy in</li> </ul>
3.45pm	<b>Review</b> <ul style="list-style-type: none"> <li>- Key messages and actions</li> </ul>
4.00pm	<b>Close</b>

## 1. What we love about working with Hampstead Heath

After introductions and an update from Lucy Gannon on the process for reviewing the Management Plan, participants were asked why they loved working on/with Hampstead Heath. Their responses were :

- The people and their commitment to the Heath
- Our stakeholders and their passion for the Heath
- It's a privilege to manage open space in the city which is used by such a variety of people
- The opportunities for sports and leisure
- The new dams and islands – the ecological improvements
- People notice what you do
- The staff and volunteers
- The impact of the spaces on young people
- We're well resourced
- It's unique
- The diversity and variety the Heath offers
- No two days are the same
- It's safe, unique and diverse
- Enabling young people to experience nature

There was clear passion and commitment amongst staff for the Heath. They valued the unique character of the space, the variety it provides, and the interaction with stakeholders and users. These messages formed the basis of further discussion and exploration through the course of the workshop.

## 2. How far have we come?

Participants were asked, in small groups, to consider the current Management Plan and how effective it had been. In particular, they discussed :

- What had worked well – successes of the current Plan;
- Whether the Plan supported them effectively in identifying and celebrating success;
- Whether the Plan supported and enabled staff to do their day to day jobs effectively; and
- Whether the Plan was still reflective of the Heath's current and future priorities.

In plenary the following points were highlighted :

What has worked well?	Are we doing enough to celebrate success?
<ul style="list-style-type: none"> <li>- We have maintained a high standard and a high level of investment</li> <li>- The Plan is well written, but who is it for? Who is our audience?</li> <li>- Part 2 of the Plan gives clear direction. It has expert input and a clear understanding of need and what will work. It supports reporting to Members on work carried out under the Plan. It provides a 'golden thread' for what we do in this area but other sections are not as well developed</li> <li>- Where communications work they make a difference. For example, communication by public signage, and the Ponds Project set a benchmark for good communications</li> <li>- The Plan provides transparency about why things are done in a certain way</li> <li>- The Plan makes information available to all stakeholders and has been useful in securing funding for the Heath</li> </ul>	<ul style="list-style-type: none"> <li>- No, we're too scared to tell people how good we are!</li> <li>- Need to take a 'You said, We did' approach to keep everyone informed</li> <li>- The Plan doesn't provide outcomes in a way which allows us to celebrate when we achieve them</li> <li>- We're too quick to apologise – we lead by saying 'Sorry'</li> <li>- We need to be positive and pro active in our messages and how we deliver them</li> <li>- We need a positive communications strategy</li> </ul>

Does the current Plan help us to do our 'day jobs'?	Does the Plan cover our big priorities for the future?
<ul style="list-style-type: none"> <li>- It sets the ethos but doesn't give enough direction about how things should be delivered</li> <li>- Who is the Plan for? How do we make it relevant for all so that everyone can see how they contribute?</li> <li>- Should it be structured to cover :               <ul style="list-style-type: none"> <li>o The Heath</li> <li>o Staff</li> <li>o Stakeholders and communities of interest</li> <li>o Visitors</li> </ul> </li> <li>- Is a 10 year Plan too prescriptive? How does it respond to change in that period?</li> <li>- Yes, it supports decision making</li> <li>- It is linked to the Annual Work Plans but..... is there too big a gap between the two?</li> </ul>	<ul style="list-style-type: none"> <li>- Would be helpful if it set the framework for a communications strategy, particularly the relationship between staff and visitors, and how we get messages out to the public</li> <li>- Might usefully cover difficult or awkward issues such as erosion and sustainability</li> <li>- Could provide a way to integrate our two visions (conservation, and allowing people to experience the Heath)</li> <li>- Might include something about data gathering to support our activities and drive actions</li> <li>- Should link activities to resourcing</li> <li>- Establish procedures and protocols for decision making</li> </ul>

It was felt that there were helpful elements of the Plan, and in particular, the completion of all three parts of the Plan for Natural Landscape was highlighted as a success. However, there was a good deal of discussion about the fact that the current Plan did not provide clear outcomes which would allow staff to identify when major objectives had been delivered and to communicate and celebrate success. There was also confusion about who the Plan has been written for and that, while it was a comprehensive document that met a need at the time, it would probably now benefit from a clearer structure aimed at key audiences.

In terms of priorities, it was felt the Plan could helpfully provide clarity around the potentially overlapping priorities of conserving the Heath while allowing as many people as possible to benefit from the facilities on offer.

### 3. Moving Forward

In order to look to the future, participants were asked to consider how the new Plan might be shaped in terms of its structure and content, and how it might best be shared with stakeholders to ensure understanding and buy in. The following points were made :

#### Group 1

<b>Structure</b> <ul style="list-style-type: none"> <li>- Vision – range of formats for different audiences. Clarity of aim – guided by legislation</li> <li>- Management Plans on different issues – guide how to undertake tasks and link back to aims in Vision</li> </ul>	<b>Objectives</b>
<b>Outcomes (Benefits to people)</b> <ul style="list-style-type: none"> <li>- Behaviour changed by byelaws – dogs, cycling</li> <li>- Enhanced ecological environment</li> <li>- Wellbeing of Londoners through sport</li> </ul>	<b>Performance Indicators</b> <ul style="list-style-type: none"> <li>- Statistics around byelaw changes</li> <li>- Greater biodiversity</li> </ul>
<b>Consultation &amp; Buy In</b> <ul style="list-style-type: none"> <li>- Explaining to people why we have to charge and what it costs to run</li> <li>- Proactive – being clear about reasons before they happen</li> <li>- Heath Open Day – showcasing what we do as a whole</li> </ul>	<b>Anything Else?</b> <ul style="list-style-type: none"> <li>- Electronic version of the Plan with hyperlinks to other information</li> <li>- ‘Sales Pitch’ – human, emotional, relevant eg ‘London’s Premier Open Space’</li> <li>- Valuing human resources as part of the picture – making them ‘visible’</li> <li>- What machinery makes this happen</li> <li>- Interpretation Plan</li> </ul>

## Group 2

<b>Structure</b> <ul style="list-style-type: none"> <li>- Move to an integrated management framework that reflects the intentions of Parts 1,2,3 in the 2007 Plan with a clear thread from the strategic level through to the operational level.</li> <li>- Transparent decision making processes</li> <li>- Managing interactions between various policies, strategies and plans</li> <li>- Structure should enable regular and efficient review to ensure currency throughout 10 year life span</li> </ul>	<b>Objectives</b> <ul style="list-style-type: none"> <li>- Specific, Measurable, Achievable, Realistic, Timely (SMART)</li> </ul>
<b>Outcomes Based</b> <ul style="list-style-type: none"> <li>- Consider desired outcomes and impacts. For example an outcome may be: the Heath is a safe and inclusive open space for all and;</li> <li>- A strategy for achieving this may be: Establish an effective code of conduct for dog walkers on Hampstead Heath</li> <li>- Set out desired impacts and benefits for users</li> </ul>	<b>Performance Indicators</b> <p>Consider ways in which progress towards the desired outcomes may be measured (practical and feasible) and embed monitoring and evaluation into the 2018 management framework.</p> <p>A culture of continuous improvement and shared learning.</p>
<b>Consultation &amp; Buy In</b> <ul style="list-style-type: none"> <li>- Engagement – Consultation – Information</li> </ul> <p>More management transparency and evidence-based decision-making. The Plan should set out principles, frameworks or protocols for considering issues (eg principles for sporting events in 2007 Plan have proved effective) with clear governance and accountability (manage expectations of levels of influence).- Strive to reach as representative a sample of the 'Heath community' as possible</p>	<b>Anything Else?</b> <ul style="list-style-type: none"> <li>- Pictures within the Plan</li> <li>- Core audience?</li> <li>- Different name for the Plan</li> <li>- Green Flag Standards/Format</li> <li>- Projecting trends</li> <li>- HLF and potential future funders – ensure the Structure aligns with these</li> </ul>



### Group 3

<b>Structure</b> <ul style="list-style-type: none"> <li>- We need to understand the audience and purpose before we decide on the structure</li> <li>- Potentially reference the green Flag structure</li> <li>- Mission Statement/new title (to engage)</li> <li>- Section reviewing projected trends – predict impacts</li> <li>- Look at other big organisations to get ideas</li> <li>- Needs to be accessible to the public – something readable – an Executive Summary</li> <li>- We like ‘Heath, Visitors, Staff’ but keep the Green Flag titles underneath</li> </ul>	<b>Objectives</b> <ul style="list-style-type: none"> <li>- Provide transparency, direction</li> <li>- Get public buy in/engage/moderate behaviour/garner respect</li> <li>- Answer how we deal with nature v people?</li> <li>- What’s the point of the Heath?</li> <li>- Shared understanding of what we are trying to do</li> <li>- Secure resources from Committee/Chamberlain</li> <li>- Public understanding</li> <li>- What we are actually going to do</li> </ul>
<b>Outcomes</b> <ul style="list-style-type: none"> <li>- People pick up the Plan and read it</li> <li>- People have an understanding about the management of the Heath</li> <li>- People know more about the Heath/how great it is</li> <li>- Staff are involved in the development of the Plan</li> <li>- The Heath is well managed with clear direction for staff</li> <li>- People have a good experience on the Heath (staff and visitors)</li> <li>- People feel connected and have ownership over the Heath (staff and visitors)</li> <li>- People trust us to manage the Heath</li> </ul>	<b>Performance Indicators</b> <ul style="list-style-type: none"> <li>- Yes – we need them but maybe sit outside the Management Plan (in Divisional Business Plans and Annual Work Plans instead)</li> <li>- Industry Standard Awards</li> <li>- Maybe complaints?</li> <li>- Stats/dashboard</li> </ul>
<b>Consultation &amp; Buy In</b> <ul style="list-style-type: none"> <li>- Do not start with a blank sheet!</li> <li>- Be clear on what there is scope to consult on (only what we can</li> </ul>	<b>Anything Else?</b> <ul style="list-style-type: none"> <li>- Where does it sit in respect to the Divisional Business Plan?</li> </ul>

change) - Respect our knowledge - Difference between evaluation of services and consultation	
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#### 4. Conclusions and Next Steps

The workshop provided a rich mix of ideas and suggestions to feed into the Management Plan Review at this early stage. In particular, consistent messages emerged around :

- **Clarity about who the Plan is for.** It was understood that there were a number of potential audiences (trustees, funders, staff, stakeholders, and the public) and it would be important to distil key messages for each;
- **Communications.** It was felt that the Plan could be a very helpful tool in driving positive communications about the Heath and the achievements of staff in delivering high quality services. An outcomes focused Plan would establish the scope of work and enable a proactive approach to celebrating success;
- **Decision making.** It was agreed that the Plan should enable effective decision making and that staff should be able to see how it framed their day to day work. It was felt that the mechanisms by which this happened (ie the links between the Plan and other existing work plans) needed further consideration;
- **Values and Ethos.** The Plan should set the principles, values and ethos within which everyone operated. The review was seen as an opportunity to capture the passion and commitment staff felt for the Heath, so that everyone was aware of the great work being done to ensure it remained a unique, high quality, accessible public space for all; and
- **Future scanning.** Using the Plan to map out future challenges and opportunities was seen as important. This would ensure it was forward looking and could anticipate the impact of future trends.

Participants were asked how staff might best continue to be involved in the Plan review and suggested :

- Using Staff Forums and Newsletters to keep everyone updated on progress;
- Setting up working groups to take forward specific issues;
- Having site 'ideas boxes' or 'meet and greet' sessions to gather further ideas and involve staff at all levels; and
- Asking for 'Champions' from across the organisation who would support the review.

## 5. Evaluation

Finally, to gauge how staff were feeling after the workshop, they were asked to mark on a scale of 0 (Not at all) to 10 (Very) how confident they were that the new Plan would fully reflect their objectives for Hampstead Heath. Their responses were at the 'confident' end of the scale and are shown below. This will be a useful benchmark for evaluating the effectiveness of staff engagement at a later date.

