



Hampstead Heath

Registered Charity



Management Strategy

2018 - 2028

The City of
London protects
and manages
14 green spaces
in and around
London.



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Foreword

Managing Hampstead Heath is all about finding a balance between the enjoyment of visitors and the conservation of the Heath. As well as finding a balance between the varied, and sometimes contradictory, needs of different user groups, activities, experiences and impacts.

Meeting this challenge is not about changing everything we do. It is about building on the good work of the past ten years and about working together to achieve our goals. This ten-year Strategy for Hampstead Heath will guide us through this important work.



Underpinning this Strategy is the Heath Vision, which sets out our shared aspirations for the future of the Heath.

This Strategy has been the result of much collaboration. It is thanks to the commitment and passion of the many people who shared their ideas, time, aspirations and love for the Heath that this Strategy has been produced. This will guide the City of London Corporation and its work with the community safely into the future.

This Strategy is built on the foundation of the **Hampstead Heath Management Plan Part 1 – Towards a plan for the Heath 2007-2017**, together with its supporting discussion papers and policy documents. It builds on the comprehensive narrative, objectives, actions and aspirational goals that are expressed and updates them to reflect the Heath Vision and the new Management Framework.

The next decade will see two significant milestones. The year 2019 marks 30 years of the City of London Corporation caring for Hampstead Heath, following the London Government Reorganisation (Hampstead Heath) Order 1989. The year 2021 will mark 150 years since the foundation legislation, the Hampstead Heath Act 1871, which brought the original Heath into public ownership.

The City of London Corporation is proud to be the custodian of this remarkable open space, and to work with our partners and the wider Heath community to realise the Heath Vision.



Karina Dostalova

Chairman of Hampstead Heath,
Highgate Wood and Queen's Park Committee

Executive Summary

This Strategy states our commitment to realising the aspirations of the Heath Vision to protect and conserve Hampstead Heath to ensure it continues to enrich the lives of current and future generations.

It aligns with the City of London Corporation Corporate Plan 2018-2023 and contributes to achieving the corporate aims to contribute to a flourishing society, to shape outstanding environments and support a thriving economy.

It sets out four strategic Outcomes and ten Priorities which will guide management and ensure we stay on track over its ten-year span.

- The Heath is maintained as a flourishing green space and historic landscape by balancing visitor activities and conservation of its natural, built and cultural heritage.
- Improved quality of life for Heath users, facilitated by improved physical health and improved mental health and well-being.
- Improved social inclusion through provision of spaces, facilities and activities that are accessible to more diverse users.
- Responsible management is achieved through a culture of shared custodianship, responsibility and collaboration.

This Strategy provides a framework for managing the Heath and uses an outcomes-based approach to define the future state we aspire to achieve. Identifying measures for success will enable us to monitor progress and stay on track to realise our long-term goals, as expressed in the Heath Vision.

Summary of the Hampstead Heath Management Strategy 2018 -2028

VISION	We protect and conserve the Heath	The Heath enriches our lives	The Heath is inclusive and welcoming	Together we care for the Heath
CORPORATE PLAN	 Shape outstanding environments	 Contribute to a flourishing society	 Contribute to a flourishing society	  Shape outstanding environments & support a thriving economy
OUTCOME	The Heath is maintained as a flourishing green space and historic landscape	Improved quality of life for Heath visitors	The Heath is inclusive and welcoming to a diverse range of visitors	Greater number and diversity of people taking care of the Heath
PRIORITY	<p>PRIORITY 1: A mosaic of natural habitats is maintained and flourishes</p> <p>PRIORITY 2: Heritage aspects and landscape character are maintained</p> <p>PRIORITY 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values</p>	<p>PRIORITY 4: Improved physical health, mental health and emotional well-being</p>	<p>PRIORITY 5: Increasing social inclusion</p> <p>PRIORITY 6: Diversity and equality</p>	<p>PRIORITY 7: Increased sense of collective ownership and personal responsibility</p> <p>PRIORITY 8: Visitor behaviour is pro-environmental</p> <p>PRIORITY 9: People treat the Heath and other visitors with respect</p> <p>PRIORITY 10: Responsible Management</p>

Heath Vision

The City welcomes and values its role as custodian of the Heath. We place great importance on its stewardship for current and future generations.

The Heath Vision sets out shared community aspirations for the Heath 50 years into the future, expressed in four broad themes:

- We protect and conserve the Heath
- The Heath enriches lives
- The Heath is inclusive and welcoming
- Together we care for the Heath.

Everything we do contributes towards the realisation of the Heath Vision in the long term. The Outcomes and Priorities in this Strategy set out the focus for our efforts over the next ten years.

Extensive community engagement throughout 2017 saw the creation of the Heath Vision which set the direction for developing this Strategy.

We protect and conserve the Heath

Our lives are enriched by this treasured and ancient landscape, a stretch of rolling countryside and wide vistas in this crowded city.

The Heath's varied landscape has been shaped by human hands over centuries and is carefully managed to conserve its unique mix of wild and natural spaces, rich mosaic of habitats, heritage gardens, sporting, play and visitor facilities.

Its magical ponds, trees and heathland that support diverse plants and wildlife thrive, flourish and remain resilient to changes over time.

The fringes of the Heath are protected from encroaching urbanisation with expanding green corridors linking to a wider network of green spaces to enhance biodiversity and improve the air we breathe.

The Heath is valued as a relaxing respite from urban life, a peaceful and tranquil refuge for reflection and recharging, where we can connect to nature and feel refreshed.





The Heath enriches our lives

The Heath contributes immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, to play, to explore, discover and learn about the natural world.

Connection with the Heath is life-enhancing and our lives are healthier and more active with opportunities for walking, informal recreation, active pursuits, swimming and sports.

Experiencing the Heath's rich natural, built and cultural heritage deepens our understanding of our connection with nature, place and the past.

The Heath remains constant through time, witnessing generations upon generations growing up and growing old, a place of cherished memories, rites of passage, the source of stories, the family friend.

The Heath is inclusive and welcoming

The Heath is an inclusive, open access space that brings people together and fosters social cohesion. It is a safe space with freedom for all to play, socialise, relax and keep active with minimal restrictions. Diverse communities are reflected in our visitors, staff and volunteers. Engagement is ongoing and perspectives, both old and new, are welcomed, shared and respected.

A diversity of activities and interest groups is welcomed. A balance for all is achieved through a culture of mutual respect, compromise and individual responsibility.

Together we care for the Heath

We are all custodians of the Heath and we strive to 'tread lightly', mindful of the potential impact of our activities. We learn from each other and collaborate to find a balance, ensuring the needs of the Heath community are valued and reflected. We entrust a skilled and committed City team to lead a collaborative partnership with dedicated and valued volunteers, working with an empowered and representative Heath community. United in our passion and love for Hampstead Heath we work together to realise our shared aspirations.

Information about Hampstead Heath

Hampstead Heath is a 275-hectare Open Space. The City of London Corporation (the City) became the custodian of Hampstead Heath in 1989, following the abolition of the Greater London Council in 1986. The Heath is a registered charity (No. 803392) and relies on substantial funding from the City, along with revenue generated through services, various grants and donations. The objective of the charity is the preservation of Hampstead Heath for the recreation and enjoyment of the public.

An island of beautiful countryside, the magic of Hampstead Heath lies in its rich wildlife and extensive sports, learning, play and recreational opportunities, and in its proximity and accessibility to millions of people.

Hampstead Heath's mosaic of habitats includes woodland, grassland, scrub, remnant heath and open water, providing a valuable resource for wildlife just six kilometres from the centre of London. It is of national as well as regional importance. The City aims to maintain and extend the Heath's status as a key habitat for London's wildlife. Hampstead Heath is home to a number of priority species identified in the UK Biodiversity Action Plan, including kingfishers, grass snakes and hedgehogs.

The Heath is

275
Hectares

that's

1.06
Square
Miles

or

382
Football
Pitches

it is just

6km
from
Trafalgar
Square



and contains...

450
ancient and
veteran trees



27
species of
butterfly



400
species of
beetle



36
ponds
with a surface
area of 54 Hectares



650
species of
fungi



4 Kilometres
of hedgerow



Each year at Hampstead Heath there are...

9.3 million



visitors



football pitch bookings



volunteer hours



of tennis
court bookings

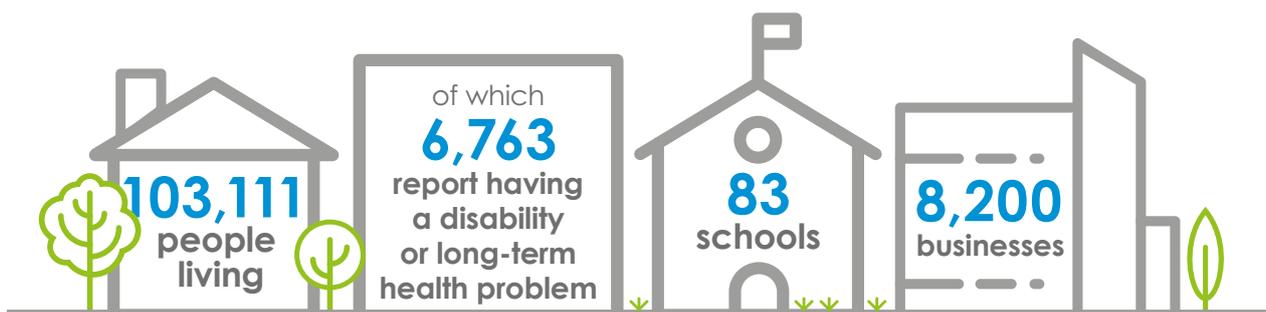


school children



taking part in learning activities

Within approximately 1 Kilometre
of the Heath there are ...



About this Strategy

The purpose of this Strategy is to ensure the aspirations of the **Heath Vision** are embedded in our work at all levels. This Strategy is at the forefront of a new Management Framework designed to ensure effective prioritisation, implementation, learning and continuous improvement.

The first part of the Management Framework is this 10-year **Strategy**. This has provided an opportunity to step back from the day-to-day running of the Heath and take a strategic and longer-term view. It is a chance to identify opportunities and challenges that might otherwise get lost amidst the pressures of managing one of the country's busiest open spaces.

The **Divisional Plan** identifies priority projects for development, resourcing and implementation over a 3-year period and acts as a business plan for delivering on the priorities set out in this Strategy.

The **Annual Work Programme** and other delivery-level documents, including Compartment Management Plans and the City Surveyor's Department Cyclical Work Programme, set out cyclical tasks that are planned and delivered on an annual or seasonal basis.

The Management Framework for Hampstead Heath sits within the wider City of London Corporate structure. The **Golden Thread** directly links the Outcomes in this Strategy to the City of London Corporate Plan, the City of London Open Spaces Department Business Plan and the Hampstead Heath Management Framework.

The Corporate Plan sets out the City's Vision and is a tool to guide thinking, planning, decision-making and evaluation. The Open Spaces Department Business Plan draws upon the aims of the Corporate Plan, sets out the Open Spaces Department objectives and provides links to show which outcomes in the Corporate Plan they are helping to achieve.

How this Strategy will be used

This Strategy sits at the head of the Management Framework to guide our thinking and decision-making, as well as helping to ensure that everything we do takes us closer to achieving the Heath Vision (see below).

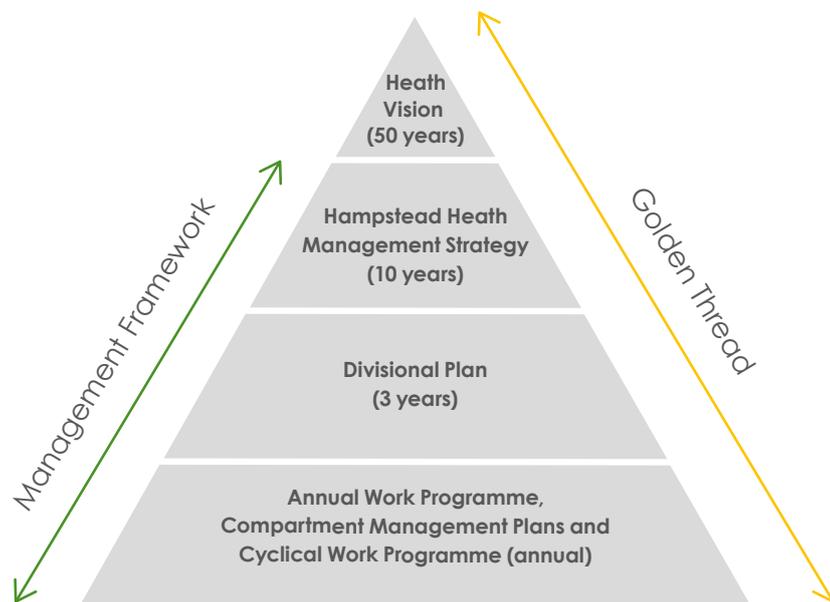
Whilst the overarching strategic direction may not change, embedding this Strategy at the top of the Management Framework will enable implementation to vary in response to change. The detailed information about how each part of this Strategy will be implemented, including priority projects, work streams, resources, policies and guidelines, is contained in the Divisional Plan and associated Annual Work Programmes.

The extent to which the Outcomes and Priorities in this Strategy can be realised is dependent on the prioritisation

of resources and allocation of funding, and will also be responsive to the changing environmental, social and economic climate. The ambitions set out in this Strategy will ensure we are well placed to face these challenges over the next 10 years, by developing fresh approaches to partnership working, income generation, community engagement and provision of our visitor services.

The Strategy sets out the Priorities which will guide day-to-day decision making. There will be situations where conflicting needs and activities arise, and an assessment will need to be made about what is prioritised. All of the four Outcomes are important and must be carefully considered when deciding how to act to achieve the greatest impact.

Management Framework for Hampstead Heath



Realising the Heath Vision

Drawing on the Heath Vision, the benefits that arise from the Heath can be expressed as four Outcomes, which will shape the management of the Heath over the next ten years. Assessing our progress against these Outcomes will help us to understand how well we are progressing towards achieving the Vision.

The aspirations of the Heath Vision are shared by the community and the City and express a sense of shared stewardship and of caring for the Heath together. This Strategy sets out the City's priorities for the next ten years and our commitment, as custodian of the Heath, to realising the Vision.

We will plan our work to ensure it contributes to achieving each of the four Vision Themes and corresponding Outcomes, as set out below.

Heath Vision Theme	Strategic Outcomes
We protect and conserve the Heath	A: The Heath is maintained as a flourishing green space and historic landscape
The Heath enriches lives	B: Improved quality of life for Heath visitors
The Heath is inclusive and welcoming	C: The Heath is inclusive and welcoming to a diverse range of visitors
Together we care for the Heath	D: Greater number and diversity of people taking care of the Heath

Achieving these Outcomes will depend on a range of enabling factors being in place, including the engagement of staff, volunteers and visitors to the Heath, as well as sufficient resources and skills to deliver activities and projects.

What we aim to achieve in the next ten years

This Strategy sets out ten strategic Priorities and the associated Commitments, which we will aim to achieve during the coming ten years.



Theme: We protect and conserve the Heath

At the heart of the Heath Vision is a conviction that the natural qualities of the Heath are its richest asset. The Heath must be conserved to ensure the lives of current and future generations may continue to be enriched by the Heath. The Heath Vision describes the Heath's varied landscape as having been shaped by human hands over centuries. It emphasises careful management to conserve its unique mix of wild and natural spaces, rich mosaic of habitats, heritage, gardens, sporting, play and visitor facilities. In short, to ensure its rich mosaic of habitats continues to thrive and flourish, remaining resilient to changes over time.

Outcome A :

The Heath is maintained as a flourishing green space and historic landscape

Striking a balance between enabling access for visitors to experience the many ways that the Heath enriches lives, alongside the conservation of its natural, built and cultural heritage, hinges on an integrated and multi-faceted approach. Recent monitoring has shown an increase in wildlife such as dragonflies, frogs and some bird species. Augmenting the well-established and effective conservation focus of the past ten or more years with the proactive management of visitor impacts and other impacts, including those from outside the Heath boundary, will be key over the next ten years to build a shared sense of responsibility and collective care for the Heath.

Priority 1:

A mosaic of natural habitats is maintained and flourishes

Effective ecological management by staff working with volunteers and partners will ensure habitats are biodiverse, and that their conservation value continues to be sustained and enhanced. Combining traditional and innovative conservation activities to manage natural ecological processes is essential to maintain the mosaic of diverse habitats. This includes active control of woodland succession and the corresponding reduction in heathland and meadow that has occurred over the past century. Monitoring and proactively managing other threatening processes such as invasive species, pests and diseases and the impacts of a changing climate will build resilience to future challenges. As will enhancing habitat connectivity by looking beyond the Heath to realise its significance as an integral part of the wider green space network.

We will focus on ensuring:

The extent of each broad habitat type is maintained at current levels.

Nature conservation and biodiversity value are enhanced.

Habitats are thriving and resilient to change.

Commitment

To achieve this, we will:

- Continue proactive monitoring and management of natural habitats and proportionate interventions, in order to maintain the distribution of habitat types across the Heath with reference to the 2009 Vegetation Survey.
- Conserve and manage habitats to enhance biodiversity, resilience and capacity to support diverse plants and wildlife.
- Develop a long-term plan for the protection and succession of our veteran and ancient trees.
- Enhance connectivity of areas of conservation value, both on the Heath and beyond its borders, to enhance the wider habitat network.
- Proactively monitor and manage threatening processes to mitigate their impact, including invasive species, pests and disease, pollutants and impacts of climate change.

Priority 2:

Heritage aspects and landscape character are maintained

The varied and open character of the Heath landscape is a function of its underlying geology and topography, overlaid with centuries of human intervention, resulting in distinctive views and vistas, both from and towards the Heath. The interplay between the landscape character, archaeological remnants and historical features, and the wider London context, is unique. A proactive approach to identifying and recording the Heath's heritage and archaeology will ensure the distinctive history of the Heath continues to be conserved. Co-operation among the local community and partner organisations to protect fringes from encroaching urbanisation will ensure this signature landscape character is valued and conserved. Connecting to the Heath landscape is an important aspect of mental health and well-being and enriching lives (as set out in Priority 4).

We will focus on ensuring:

Historic assets are conserved, and sensitive areas are protected from impacts.

Landscape character is maintained.

Encroachment and detrimental development are resisted.

Commitment

To achieve this, we will:

- Protect areas of high conservation value and develop conservation objectives for historic features, in order to inform their management and interpretation.
- Ensure priority views and vistas of historic and cultural value are managed.
- 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.
- Safeguard the Heath boundary by managing wayleaves, licences and covenants and work with partners to secure strategic land acquisitions.

Priority 3:

A balance is maintained between visitor activities and the conservation of natural, built and heritage values

An integrated approach of proactively engaging with visitors and user groups to manage the potential impacts of their activities, and protecting sensitive sites and values from adverse impacts, is key to achieving our conservation outcomes. The legislative and statutory powers, including the Open Spaces Act 2018, will be used to guide and regulate organised and commercial activities. With more diverse visitors treating the Heath with respect and sharing collective responsibility for its care, our ability to maintain a flourishing natural space can be achieved, despite the increasing pressures from a growing population.

We will focus on ensuring:

Levels of organised activity are managed and controlled.

Visitor and other impacts are mitigated, and sensitive areas and values are protected.

A collaborative approach to monitoring activity levels, impacts and the effectiveness of mitigation.

Commitment

To achieve this, we will:

- 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, by developing the current system of Compartment Management Plans.
- Develop and implement policies to guide the effective management of organised activities.
- Proactively engage with visitors and interest groups to develop a culture of collective care for the Heath.
- Embed monitoring, insight and continuous improvement into the design and delivery of visitor services.



Theme: The Heath enriches lives

The Heath contributes immensely to our mental, emotional and physical health and well-being, providing free access to roam in the outdoors, to pause and observe, play, explore, discover and learn about the natural world. It is also a destination for outdoor sports and recreation, supporting active, healthy lifestyles. Experiencing its rich natural, built and cultural heritage is life-enhancing, contributing to improved mental, emotional and physical health and well-being.

Outcome B :

Improved quality of life for Heath visitors

Quality of life for visitors to the Heath is enhanced through improvements to physical health, mental well-being and reduced social isolation, outcomes that are mutually supportive. Many aspects of well-being are achieved by maintaining a variety of experiences and activities, which appeal to a range of people; both formal and organised sporting pursuits and informal or passive recreation. The sense of space, wildness and heritage of the Heath encourages adventure, relaxation and connection with other visitors. Reducing social isolation, increasing diversity and promoting social inclusion are key elements of improving mental health and emotional well-being, and are addressed in the following section (Outcome C).

The benefits of maintaining a variety of opportunities for physical activity need to be balanced with impacts on the ecology, heritage and tranquillity of the Heath. Consequently, monitoring the level, type and impact of these activities is important, as set out in Priority 3.

Priority 4:

Improved physical health, mental health and emotional well-being

We will focus on ensuring:

The range and quality of experiences and opportunities on Hampstead Heath encourages increased participation in outdoor recreational activities and sports on the Heath.

An increased connection to nature and seasonality, heritage and place.

Commitment

To achieve this, we will:

- Work with partners to sustain a range of experiences, activities and sports that offer broad appeal to a wide range of people.
- Sustain and enhance access for a diverse range of users to peaceful and tranquil experiences on the Heath to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised.
- Ensure sports and recreational facilities undergo regular review in partnership with the City Surveyor's Department.
- 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).



Theme: The Heath is inclusive and welcoming

The Heath Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected.

Outcome C :

The Heath is inclusive and welcoming to a diverse range of visitors

Priority 5:

Increasing social inclusion

Social inclusion depends, most importantly, on increasing the diversity of Heath visitors, but also on people interacting with each other. This is likely to flow from people feeling informed and confident about visiting and participating in activities on the Heath. Combined with a sense that the Heath is welcoming, this will lead to people feeling safe on the Heath and foster a sense of belonging. Communication, education and outreach, working with a range of partners, schools and local organisations, will mean more people have the knowledge and confidence to visit the Heath.

To increase the contribution the Heath makes to social inclusion, we will focus on ensuring:

People feel welcome and safe.

People know about the Heath, what is on offer and how to take part.

A greater range of people feel confident about visiting the Heath.

Commitment

To achieve this, we will:

- Develop information, communication and engagement activities to optimise accessibility for people of all ages, abilities and backgrounds.
- Collaborate with partners to ensure visitor information addresses perceived barriers to visiting the Heath.
- Encourage staff, volunteers and partners to be 'ambassadors' who are visible, ready to assist, and share their knowledge and love of the Heath.



Priority 6:

Diversity and equality

As well as ensuring activities appeal to a broad range of people, the Heath needs to be physically and financially accessible to a wide range of visitors. To achieve this, we need to build our knowledge of the 'Heath community' – to understand who does and does not visit the Heath and why. This insight will enable us to identify barriers, both real and perceived, and then develop ways to address these, optimising opportunities for the Heath to enrich the lives of a diverse and changing community.

We will focus on:

Creating accessible environments for more diverse visitors by removing barriers that may exist for different groups who experience more exclusion or disadvantage than others.

Commitment

To achieve this, we will:

- Proactively seek insights into the needs of Heath visitors including the barriers affecting different groups.
- Ensure visitor facilities and the range of Heath experiences are accessible and relevant to a diverse range of users.
- Monitor visitor needs to ensure Heath services and activities are financially inclusive.



Theme: Together we care for the Heath

The Heath Vision describes a place where everyone is a custodian of the Heath and strives to 'tread lightly', mindful of the potential impact of their activities. A site where the City leads a collaborative partnership with dedicated and valued volunteers, working with an empowered and representative Heath community. A place where people learn from each other and collaborate to find a balance, ensuring the needs of the Heath community are valued and reflected. United by our passion and love for Hampstead Heath, we must work together to realise our shared aspirations.

Outcome D :

Greater number and diversity of people taking care of the Heath

Priority 7:

Increased sense of collective ownership and personal responsibility

Hampstead Heath is founded on community activism and has a colourful history of public challenge and robust debate, from which strong partnerships were forged along with a sense of 'ownership'. Ensuring this 'community voice' is inclusive and remains representative of diverse stakeholders is critical to achieving the aspirations of the Heath Vision. Effective communication and improving access to information about management activities and ways to get involved is key to building a culture of shared custodianship. Volunteering is a wonderful example of how a culture of shared custodianship makes a huge impact to managing the Heath.

We will focus on:

Inclusive decision-making.

Diverse volunteering opportunities.

Commitment

To achieve this, we will:

- Embed transparency and effective engagement into the Management Framework and consultative processes, to ensure a continued dialogue with stakeholders.
- Enable participation by a diverse range of stakeholders.
- Work with partners to develop diverse opportunities for volunteering.
- Share the complexity of finding a balance and seek to collaborate to develop solutions to issues affecting the Heath.



Priority 8:

Visitor behaviour is pro-environmental

Encouraging visitors to adopt pro-environmental attitudes towards the Heath requires outreach, together with educational activities and resources that inform people about the Heath environment and the actions that will protect it. This links closely to Priority 3, maintaining a balance between visitor activities and the conservation of natural, built and heritage assets. Success is largely dependent on visitors adopting responsible and considerate behaviours.

We will focus on:

Improved visitor understanding of management activities and decisions.

Improved visitor knowledge of the Heath's environment and how to conserve it effectively.

Commitment

To achieve this, we will:

- Deliver effective communication and engagement that ensures information is readily accessible and responsive, encouraging learning and understanding.
- Build awareness and promote education about caring for the Heath into all communications and activities.
- Foster a 'tread-lightly' ethos, and partner with user groups and local organisations to develop a culture of shared custodianship.

Priority 9:

People treat the Heath and other visitors with respect

We will focus on:

Ensuring a greater range of people feel a sense of 'everyone's Heath' – covering individuals and groups.

Commitment

To achieve this, we will:

- Model and share the aspirations of the Heath Vision for a 'Heath community' that is respectful and tolerant towards visitors, interest groups and partners.
- Engage effectively through the Heath Constabulary, staff, volunteers and partners.
- Provide opportunities for a lasting connection with the Heath through volunteering, sponsorships, legacies and endowments.

Priority 10:

Responsible Management

To achieve our Outcomes, we must understand what we do well, while being open to trying new things and learning as we go. Working together as custodians of the Heath in order to pass it on to the next generation in as good, or better, condition. Continued collaboration with key partners such as Heath Hands and developing new partnerships is key to the success of this Strategy.

The way we work to implement this Strategy will be guided by the City of London Corporation's Corporate Plan and the wider policy and strategic framework, as it develops and adapts throughout the ten-year period. These ways of working can be grouped into three strands.

We will focus on:

Effective partnerships & collaboration.

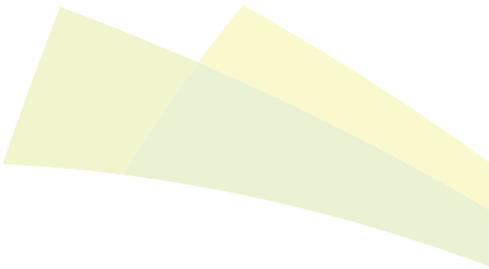
Environmental, financial & social responsibility.

Being future ready.

Commitment

To achieve this, we will:

- Continue to build and grow positive relationships with stakeholders.
- Sustain existing partnerships and establish new connections to enable collaboration and optimise our impact.
- Strong governance, working within the legislative and policy framework, meeting our statutory obligations and upholding the Hampstead Heath byelaws.
- Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.
- Create positive social and environmental value through responsible business practices.
- 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.
- Build resilience to natural and human threats by strengthening, protecting and adapting our infrastructure, directly and by influencing others.



Learning and improving

Implementation

The Management Framework enables a seamless transition from the 2007 Plan to the adoption of this Strategy, with priority projects identified in the 3-year Divisional Plan and cyclical activities implemented via the Annual Work Programme.

The implementation of this Strategy will be overseen by the Hampstead Heath, Highgate Wood and Queen's Park Committee. The Hampstead Heath Consultative Committee comprises representatives from local organisations and amenity groups for the purposes of making representations to the overseeing Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect the Heath Lands.

An annual review and update of the Divisional Plan will be undertaken, and an annual report prepared. Resources will be allocated to priority projects on a three-year rolling basis, informed by the Outcomes and Priorities in this Strategy and aligned with the Corporate Business Planning cycle.

There is likely to be change during this Strategy's ten-year term, and so we will seek to learn what works, what our best contribution can be, who we can partner and collaborate with, and how we should adapt.

A mid-term review of this Strategy will be undertaken, with findings and recommendations published in 2024.

A full review of this Strategy will occur in 2028.

Monitoring

Monitoring and tracking progress towards achieving the Outcomes will help us to understand the impact of our work, and to share and celebrate its success.

In year one, as we embed this Strategy into our ways of working, we will develop a Measurement Framework to guide us in assessing our progress towards achieving the Outcomes and delivering our Priorities.

Learning and improving

Monitoring the changes or benefits that result from our activities provides insight and understanding of the effectiveness of our actions and where we can develop our work to make the biggest difference.

Evaluating effectiveness enables us to check our course and to make corrections in a timely manner, capturing learning and building in improvements as we go.

Communicating our impact

An annual update will be produced, covering each theme, to demonstrate our progress. The update will reflect on what has been achieved and will set out the priorities we will be focusing on in the following year.

List of appendices

1. Map of the Heath
2. Legislative Framework
3. Developing this Strategy - a timeline
4. Transitioning from the 2007 Plan to this Strategy

Links

- 2007 Hampstead Heath Management Plan
- 2009 Vegetation Survey
- Corporate Plan 2018 – 2023
- Responsible Business Strategy 2018 - 2023
- Open Spaces Department Business Plan
- Divisional Plan
- Annual Work Programme

References

- Community Consultation for the Heath Vision Report
- Outcomes framework and measurement table Report

Appendix 1:

Map of the Heath



Appendix 2:

Legislative Framework

The City of London Corporation has powers and duties under various Acts of Parliament to manage and protect Hampstead Heath as an open space, primarily transferred to them by the London Government Reorganisation (Hampstead Heath) Order 1989.

The foundation legislation is the Hampstead Heath Act 1871. Under this Act the City of London Corporation:

- Subject to the provisions of the Act, must forever keep the Heath open, unenclosed, and unbuilt on (subject to certain exceptions), protect the Heath and preserve it as an open space and prevent, resist and abate encroachments (section 12).
- Must not sell, lease, grant, or in manner dispose of any part of the Heath (section 13).
- Must not cut turf or dig gravel etc. or fell or cut gorse, heather, timber or other trees, shrubs etc. on the Heath for profit (section 14).
- May drain, level and improve the Heath, as far only as in the City's judgment from time to time is required, with a view to its use for purposes of health and unrestricted exercise and recreation (section 15).
- May plant trees and shrubs on the Heath for purposes of shelter or ornament and make temporary enclosures for the protection thereof (section 15).
- Must at all times preserve, as far as

may be, the natural aspect and state of the Heath, and to that end must protect the turf, gorse, heather, timber and other trees, shrubs and brushwood (section 16).

- Must maintain and keep the original ornamental grounds in good order and condition (s.17).
- May erect and maintain ornamental buildings (subject to height restraints) as they think requisite for the accommodation of keepers, constables or other officers or for other public or useful purposes (section 18).

Sections 1,3,12-18,24,36,41-42 as amended by SI 1965/540 remain in force, the other sections having been repealed.

The Local Government Reorganisation (Hampstead Heath) Order 1989 transferred to the City of London Corporation the statutory functions formerly exercised by the GLC in relation to the Heath under a variety of legislation and set out some additional functions. The City of London Corporation's functions include:

- Provision of facilities for public recreation (Article 7 of the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967).
- Grant of licences to provide facilities and letting of land and buildings for public recreation (Article 8 of above 1967 Act).

- To close parts of the Heath for the purpose of or in connection with the cultivation or preservation of vegetation in the interests of public amenity or in the interests of public safety. (Article 9 of above 1967 Act).
- Charging in respect of user of open space (Article 10 of above 1967 Act).
- Organising or conducting competitions in connection with any recreational activities for which it has power to provide facilities (Article 13 of the 1967 Act).
- Making byelaws (s.15 Open Spaces Act 1906).
- Provision of entertainments (s.145 Local Government Act 1972).
- Provision of recreational facilities and making such facilities available to persons at a charge or otherwise (s.19 of the Local Government (Miscellaneous Provisions) Act 1976).
- Appointment of Management and Consultative Committees with statutorily defined constitutions (Articles 8 and 9 of The London Government Reorganisation (Hampstead Heath) Order 1989).
- Maintenance of a trust fund for defraying expenditure on the management and maintenance of the Heath (Articles 6 and 7 of the 1989 Order).

The City of London Corporation has acquired additional statutory powers set out in the City of London Corporation (Open Spaces) Act 2018. The 2018 legislation was promoted because much of the legislative framework relating to the open spaces managed by the City of London Corporation,

including Hampstead Heath, dates from the 19th Century. While the 19th Century legislation serves its purpose of preserving the open spaces for public recreation and enjoyment there are some respects where it is unclear or out of date which left the Corporation to exercise management powers in reliance on implied or common law powers or its position as landowner rather than on express statutory powers. The 2018 Act clarifies and supplements the City of London Corporation's management powers, giving a clear statutory basis for existing activities. It also grants new up to date management powers, including in relation to enforcement.

Section 4(1)(a) applies to the 2018 Act the key objectives and protections for Hampstead Heath in the 1871 Act, namely sections 12,14 and 16 (which provide for the preservation of Hampstead Heath as an unenclosed public open space, the prohibition of the sale of turf, gravel or other material, and the preservation of its natural aspect).

The powers in the 2018 Act relevant to Hampstead Heath are:

- Land management powers permitting the cutting, felling, lopping etc. of any trees, pollards, gorse or other material, the scraping of soil and the grazing of cattle and other animals if it appears necessary or expedient for the proper management or husbandry of the open space and its flora and fauna (section 5).
- Letting of buildings for a period not exceeding 15 years or, where there are exceptional circumstances, 21 years (section 6).

- Holding of events and provision of facilities for events having regard to an events policy prepared in consultation with the Hampstead Heath Consultative Committee (section 7).
- Grant of rights for utilities (section 8).
- Entering into agreements with highway and traffic authorities (section 9).
- Making a licensing scheme to control commercial activity and granting of licences for such activities (section 10).
- Issue of fixed penalty notices for certain offences, including offences under the byelaws (section 11).
- Power to require name and address of person where an authorised officer has reason to believe the person has committed an offence in the open space (section 12).
- Removal and disposal of unauthorised articles left in the open space (section 13).
- Power for authorised officers to represent the Corporation in legal proceedings in the Magistrates' Court (section 15).

The byelaws applicable to Hampstead Heath were originally made by the London County Council and approved by the Secretary of State in 1932. They now have effect as if made by the City of London Corporation under the provisions of the 1989 Order and Open Spaces Act 1906. The provisions of the byelaws are subservient to any relevant provisions in primary legislation in respect of the Heath.

The byelaws are enforced by the Hampstead Heath Constabulary and regulate matters such as:

- Causing damage or injury to property or vegetation.
- Trespass (e.g. camping without a permit).
- Erecting buildings or obstructions without or otherwise than in accordance with a permit.
- Traffic.
- Horses, dogs and other animals.
- Nuisances.
- Sale of articles, exhibition of advertisements, etc.
- Plying for hire.
- Public meetings.
- Music and singing.
- Soliciting or gathering money.
- Games, drilling etc.
- Obstructing officers of the council, constables etc.
- Offenders, penalties etc.

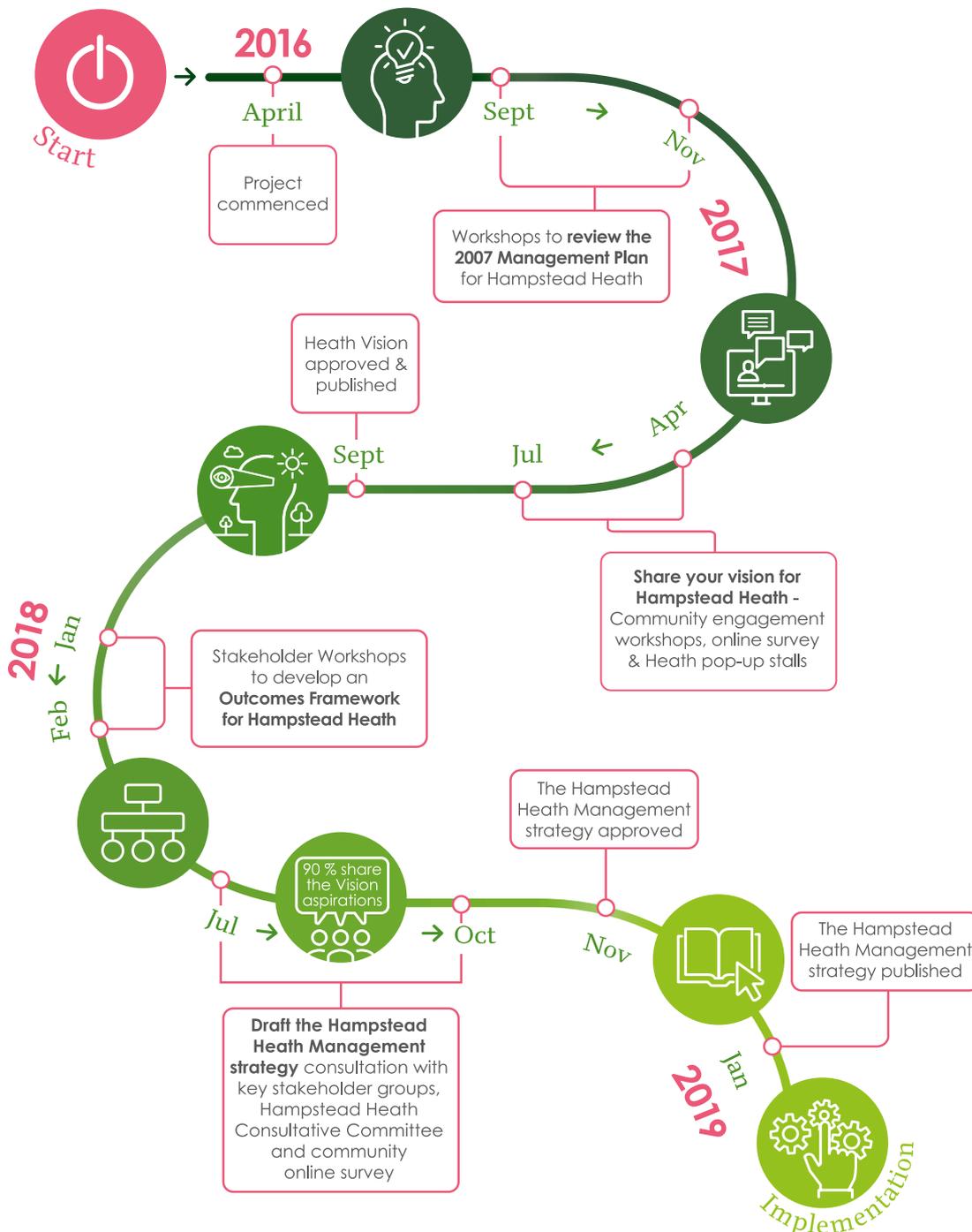
Appendix 3:

Developing this Strategy – a timeline

The timeline below summarises the key steps undertaken to develop this Strategy commencing in April 2016 with a consultative review of the Hampstead Heath Management Plan Part 1- Towards a Plan for the Heath 2007 – 2017.

Key learning and recommendations from the review emphasised the importance of a management framework to enable successful implementation and to measure progress and impact.

Extensive community engagement throughout 2017 saw the creation of the Heath Vision which set the direction for developing this Strategy.



Appendix 4:

Transitioning from the 2007 Plan to this Strategy

The chart below sets out how the Heath Management Strategy relates to the Overriding Objectives of the 2007 Hampstead Heath Management Plan.

Hampstead Heath Management Plan 2007 - 2017			Hampstead Heath Management Strategy 2018 - 2028
Section	Ref	Overriding Objectives	Outcomes
History	H1	Protect and conserve the historic aspects of the Heath and take due account of the distinctive histories of its component parts.	 A. The Heath is maintained as a flourishing green space and historic landscape
Natural Landscape	NL1	Retain and enhance the Heath's habitats and natural resources to enable continued quiet enjoyment and appreciation of the natural world by its visitors.	
Hydrology	HY1	Manage the Heath's ponds and watercourses to enhance their nature conservation value, reduce flood risk and address water quality problems.	
Designed Landscape	D1	Conserve and enhance the historic and planned elements of the Heath's designed landscapes, while improving their appearance and public facilities.	
Built Environment	B1	Provide buildings that are fit for purpose and aesthetically pleasing, enhancing examples of good architecture and seeking to reduce the impact of those that are functional, but detract from the natural qualities of the Heath.	 B. Improved quality of life for Heath visitors
Informal Public Use	P1	Recognise that the Heath's main users are those who come for informal activity and manage informal recreational activities to ensure that as far as is reasonably practical they do not adversely affect others' enjoyment of or the natural aspect of the Heath.	
Sports	S1	Work collaboratively in maintaining and developing the existing sports facilities and activities in response to changing demands ensuring appropriate provision for all sections of the community.	
Access	A1	Recognise the need to be as inclusive as possible, increasing the Heath's availability to a diversity of users.	 C. The Heath is inclusive and welcoming to a diverse range of visitors
Education	E1	Develop the Heath's potential for education and interpretation.	 D. Greater number and diversity of people taking care of the Heath



All photos in this document
are by **Adrian Brooker**



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