APPENDIX 1: DRAFT Five-year Business Plan (Highgate Wood)

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#	ACTIVITY	ACTIVITY DESCRIPTION	HIGHGATE WOOD MANAGEMENT PLAN THEME	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	PRIORITISATI ON SCORE (where relevant)	TOTAL BUDGET (where relevant)	FUNDING SOURCE	MEASURE OF SUCCESS	MEASURE OF SUCCESS TARGET	NLOS LEAD	1. Diverse E 2. Dynamic 3. Leading S 4. Vibrant TI 5. Providing 6. Flourishii	1. Nature Commun 2. Commun 3. Access and 4. Culture, I

Conservation area Continue the programme of creating new Conservation 1. Leading sustainable woodland TBC TBC TBC TBC TBC TBC TBC Climate Action Conservation creation Areas and creating new (or expanding existing) smaller Strategy Team canopy gaps. Increase the diversity of native trees and shrubs and the 1. Leading sustainable woodland Annual planting TBC TBC TBC TBC TBC Local Risk structural diversity of the Wood through small (Hampstead quantities of annual planting. Heath Charity) Meadow Maintain the pond and meadow – mow meadow 1. Leading sustainable woodland Local Risk TBC TBC TBC TBC TBC annually, relocate oak regeneration, monitor pond for (Hampstead over-shading Heath Charity) Invasive species Managing and eradicating invasive species including 1. Leading sustainable woodland TBC TBC TBC TBC TBC Local Risk (Hampstead External survey via Climate Action Strategy to survey Heath Charity) damage caused by grey squirrels Visitor pressures Mitigate visitor pressures (including dogs) on 1. Leading sustainable woodland TBC Local Risk woodland habitats. (Hampstead Explore potential for introduction of commercial dog Heath Charity) walking licensing scheme Renew Woodland Management Plan in 2028 1. Leading sustainable woodland TBC Woodland Local Risk Management Plan (Hampstead Heath Charity) Woodland Secure grant funding from the Forestry Commission for 1. Leading sustainable woodland TBC TBC External Management Plan plan production. Tree/shrub planting Undertake small quantities of annual tree/shrub 1. Leading sustainable woodland TBC TBC External planting (average approx. 25 stems per year. Seek grant funding (i.e. Woodland Trust) for supply of 1. Leading sustainable woodland TBC Tree/shrub planting TBC External De-shading Undertake de-shading vegetation clearance works 1. Leading sustainable woodland Local Risk around the pond. (Hampstead Heath Charity) Volunteer task to carefully dig up oak regeneration Heath Hands / 1. Leading sustainable woodland TBC TBC TBC TBC TBC Local Risk (Hampstead volunteers from the meadow areas and move to more suitable Heath Charity) locations (incl. for deer protection). Continue to work with Heath Hands to deliver volunteer activities in Highgate Wood Invasive species Continued woodland management work to target 1. Leading sustainable woodland BAU BAU BAU BAU Local Risk invasive/dominant plant spaces, in particular laurel. (Hampstead Heath Charity)

		T.	r	1	r			 				
Dead hedging	Use dead-hedging and other natural barriers to	Leading sustainable woodland	TBC	TBC				Local Risk				
	establish path networks throughout the woodland and							(Hampstead				
	discourage free roaming.							Heath Charity)				
	discourage free routhing.							ricatii chanty)				
Planning consultant	Restore relationship with planning consultant to	Leading sustainable woodland	TBC					Local Risk				+
riallilling consultant		1. Leading sustainable woodland	TDC									
	monitor potential impacts surrounding the Heath.							(Hampstead				
								Heath Charity)				
Analysis of visitor	Train managers in the use of visitor data obtained by the	Leading sustainable woodland										
trends	HUQ mobile phone visit counts.											
Natural Environment	Continue to work with the Charity Review Team on due	Leading sustainable woodland										
Charity Review	diligence and preparatory work to support the Charity											
	Review as it relates to Hampstead Heath											
Events	Develop a programme of heritage-themed events	2. Culture & Heritage	TBC	TBC	TBC	TBC	TBC	Local Risk				
	throughout the year, including the restored Roman							(Hampstead				
	Kiln.							Heath Charity)				
	Create and deliver a programme of community and											
	commercial events on the Heath											
Earthworks	Conserve all earthworks through gradual vegetation	2. Culture & Heritage	TBC	TBC				Local Risk				
La. C. WOIRS	removal, fencing and interpretation. Ongoing	2. cartare a ricitage	TEC	IDC				(Hampstead				$\perp$
	maintenance of the earthworks will be required.							Heath Charity)				
	maintenance of the earthworks will be required.							Heath Charity)				
Damas Kila	Consider the material besites a maintent to build an	2. Cultura 9 Haritana		TBC	TBC			Level Birly				
Roman Kiln	Consider other potential heritage projects to build on	2. Culture & Heritage		IBC	IBC			Local Risk				
	the success of the Roman Kiln scheme.							(Hampstead				
								Heath Charity)				
Events	Devise, promote and deliver an annual programme of	2. Culture & Heritage	TBC	TBC	TBC	TBC	TBC	Local Risk				
	heritage-themed events and activities, including walks							(Hampstead				
	& talks.							Heath Charity)				
	Create and deliver a programme of community and											
	commercial events at Hampstead Heath											
Earthworks	Undertake a project to review the condition of the	2. Culture & Heritage		TBC	tbc			Local Risk				
	earthworks, to identify issues of vulnerability and							(Hampstead				
	damage, and prepare a detailed, costed work							Heath Charity)				
	programme.							ricutii churity)				
	Note: Survey work best undertaken over winter when											
	ground flora is absent.											
Interpretation	Update all interpretative material across the site,	2. Culture & Heritage		TBC	TBC			Local Risk				
	including within the education centre and on-site							(Hampstead				
	entrance signage; consider potential for new provision							Heath Charity)				
	alongside these upgrades, such as a QR-code Tree Trail.											
Roman Kiln	Compelte works on the Informational Hut for National	2. Culture & Heritage	TBC	TBC				External				
	Lottery Heritage Fund grant											
Events prospectus	Complete a marketing document to highlight potential	2. Culture & Heritage	TBC					Local Risk				
	event sites on the Heath for community and commercial							(Hampstead				
	use							Heath Charity)				
								,				
Playground	Refurbish playground (to include securing internal	3. Facilities & Access	TBC					Local Risk				+
refurbishment	funding).							(Hampstead	1			
. C. GI DISHINGIIL								Heath Charity)				$\perp$
								neath Charley)				
J		3. Facilities & Access	TBC					Local Risk				+
Cafe remarketing	Pe-tender cafe contract and ungrade facilities as		IDC	1	1				1			
Cafe remarketing	Re-tender cafe contract and upgrade facilities as	3. I delittles & Access						(Hampstead		1	1 1 1	
Cafe remarketing	Re-tender cafe contract and upgrade facilities as required.	3. Facilities & Access										
Cafe remarketing		3. Facilities & Access						Heath Charity)				
J	required.							Heath Charity)				
Cafe remarketing Site access and info	required.  Review site entrances and select key points for access	3. Facilities & Access	TBC	ТВС				Heath Charity)				
J	required.		TBC	TBC				Heath Charity)  Local Risk (Hampstead				
J	required.  Review site entrances and select key points for access		TBC	TBC				Heath Charity)				

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Playground refurbishment	Undertake playground refurbishment project, to include public consultation, design stages, securing planning permission etc.	3. Facilities & Access	TBC						Local Risk (Hampstead Heath Charity)			
Cafe remarketing	Re-tender café contract, to include for facility upgrades.	3. Facilities & Access	TBC						Local Risk			H
									(Hampstead Heath Charity)			
Site access	Consultation-led project to identify opportunities for upgrading site entrances and access routes to provide improved accessibility for different user groups.	3. Facilities & Access	TBC	TBC					Local Risk (Hampstead Heath Charity)			
Path resurfacing	Undertake a regular programme of path surfacing upgrades, in particular where impacted by flooding, and in connection to routes between key accessible entrances	3. Facilities & Access		TBC	TBC				Local Risk (Hampstead Heath Charity)			
Review of licenses and agreements	Review current rental/lease arrangements with sports clubs and refresh as required. Review existing licenses, agreements and uses of Highgate Wood to ensure that all necessary agreements are modern, appropriate, and in place	3. Facilities & Access	TBC						Local Risk (Hampstead Heath Charity)			
Review of wayleaves on the Heath	Complete audit and review of existing wayleaves on Highgate Wood.	3. Facilities & Access	TBC	TBC					Local Risk (Hampstead Heath Charity)			
Review of Policies, Procedures, and Safe Systems of Work	Develop and implement policies set out in this management Strategy to guide the effective management of organized activities.  Continue the review and update of these documents to guide the safe and efficient running of Highgate Wood	3. Facilities & Access	TBC	TBC					Local Risk (Hampstead Heath Charity)			
Signage audit, replacement, and improvement	Continue to audit state of signage across the Heath, replacing where resource and budget allows.	3. Facilities & Access	TBC	TBC					Local Risk (Hampstead Heath Charity)			
Review of fees and charges	Continue to perform the annual review of fees and charges.	3. Facilities & Access	TBC	TBC	TBC	TBC	TBC		Local Risk (Hampstead Heath Charity)			
Develop relationship with Metropolitan Police	Continue to develop the relationship with the Metropolitan Police via the Constabulary and active attendance at Met-hosted meetings.	3. Facilities & Access	TBC						Local Risk (Hampstead Heath Charity)			
Constabulary induction programme	Complete new training and induction programme for all Constables. Host a refresher training on the byelaws for relevant staff.	3. Facilities & Access	TBC						Local Risk (Hampstead Heath Charity)			
Complete safeguarding training for staff in need	Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.	3. Facilities & Access	TBC						Local Risk (Hampstead Heath Charity)			
Friends of group	Re-explore the potential for creating a dedicated Friends of Highgate Wood volunteer group (potentially building upon the existing Friends of Highgate Roman Kiln).	4. Community & Education		TBC					Local Risk (Hampstead Heath Charity)			
Events	Set annual targets for events and activities and use these to develop a rich and diverse programme to benefit multiple groups. Create and deliver a programme of community and commercial events on the Heath	4. Community & Education	TBC	TBC	TBC	TBC	TBC		Local Risk (Hampstead Heath Charity)			

QR trail	Look into developing a QR-code trail for trees and other features around the site.	4. Community & Education		TBC	TBC			Local Risk (Hampstead Heath Charity)			
Dog walking	Temporary signage and/or a web page (QR-code) with guidance on professional dog walking and to educate about impact on ancient woodland habitat.	4. Community & Education	TBC	TBC				Local Risk (Hampstead Heath Charity)			
Communications Plan	Release annual guidance at certain times of year on seasonal issues, such as OPM. Create annual Communicaitons Plan for Highgate Wood and NLOS	4. Community & Education	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			
Community Engagement Toolkit	Undertake regular consultation with other relevant groups and organisations in the locality to consider issues and opportunities that can best be approached through collaboration.  Develop a 'Community Engagement Toolkit' to guide engagement efforts on the Heath and ensure an approach that is inclusive and as per best practice	4. Community & Education		TBC				Local Risk (Hampstead Heath Charity)			
Staff training	Provide any other necessary training for staff to deliver tasks safely and efficiently (as per training matrix).  Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensuse workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	4. Community & Education	TBC	TBC				Local Risk (Hampstead Heath Charity)			
Review of site accessibility	Arrange an engagement event to generate interest in the possibility of forming a Friends of Highgate Wood group. Further action to be taken dependent upon outcome of event.  Perform self-audit of access challenges on the Heath.	4. Community & Education		TBC				Local Risk (Hampstead Heath Charity)			
Communications Plan	Use of temporary signage, websites and/or newsletter communications to share information with visitors on seasonal and new issues, such as OPM, impact of dogs, events etc. Include for communicating with other sites/groups to coordinate approach where possible. Create annual Communication Plan	4. Community & Education	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			
Constabulary induction programme	Undertake consultation and engagement to inform the development of a licencing scheme for Professional Dog Walking.  Complete new training and induction programme for all Constables.  Host a refresher training on the byelaws for relevant staff.	4. Community & Education		TBC				Local Risk (Hampstead Heath Charity)			
Staff engagement / volunteer days	Develop an event (or series of events) specifically looking at a 'Cultural Exchange' between groups/staff involved on different sites. Implement a staff volunteer / engagement day at each site	4. Community & Education	TBC					Local Risk (Hampstead Heath Charity)			Ī
Events	Develop a more varied and engaging programme of practical volunteer tasks, to be used as a basis for discussions around AP13 in Management Plan. Create and deliver a programme of community and commercial events at Highgate Wood.	4. Community & Education	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Ī

Highgate Wood webpage audit	Complete the audit of the Highgate Wood webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for berrer communication and provision of info.	4. Community & Education	TBC					Local Risk (Hampstead Heath Charity)			
Weddings in Highgate Wood	Review previous hosting of weddings in Highgate Wood, secure needed permits/license, and re-initiate hosting of weddings at approved locations	4. Community & Education		TBC				Local Risk (Hampstead Heath Charity)			
Communications Working Group	Collaborate with partners to ensure users understand the environmental sensitivity associated with activities on the Heath, and develop solutions to inform and promote behavioural change.  Continue to develop the internal Communications Working Group at NLOS to understand from officers what behaviours must be addressed and develop communications strategies collectively to promote change.	4. Community & Education	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			
Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	4. Community & Education	TBC								
Flood management	Understand more about Highgate Wood's hydrology in order to inform improved management and contribute to flood alleviation.	5. Climate resilience		TBC				Local Risk (Hampstead Heath Charity)			
Natural capital review	Review the Natural Capital/Carbon baseline for Highgate Wood and explore potential for improving/capitalising on asset.	5. Climate resilience	ТВС	TBC	TBC			Local Risk (Hampstead Heath Charity)			Ī
Review of fleet	Review/upgrade fleet to ensure compliance with ULEZ, and where possible a shift to electric vehicles.  Audit our fleet to identify the most polluting vehicles, and prioritise for replacement where possible.	5. Climate resilience						Local Risk (Hampstead Heath Charity)			
Building environmental performance	Improve environmental performance of buildings throughout the site, eg, insulation of lodges, updating heating systems and photovoltaic installation.	5. Climate resilience						Cyclical Works Programme (City Surveyor's Dept)			
Waste and recucling	Review current waste and recycling arrangements and look to improve processes where possible.	5. Climate resilience	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			
Glood management	Commission a Hydrological Study (potentially in combination with Queen's Wood) to understand the woodland's role in flood alleviation and to suggest opportunities for enhancement.	5. Climate resilience		TBC				Local Risk (Hampstead Heath Charity)			
Natural capital review	Build on the findings of the 2024 Natural Capital Baseline Assessment to look at Highgate Wood's current levels of carbon storage, and identify opportunities for improvement, and the potential to capitalise on assets.	5. Climate resilience	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			
Building carbon footprint	Assess current carbon footprint of all buildings, vehicles and machinery, and implement a programme of improvements to achieve tangible reductions.	5. Climate resilience		TBC	TBC			TBC (currently unfunded)			

Wildfire preparedness	Training of 14 staff in preventive measures and preparedness for wild fires	5. Climate resilience	TBC			Local Risk (Hampstead Heath Charity)				
Hedgehog research	Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities.	5. Climate resilience	TBC TBC			Local Risk (Hampstead Heath Charity)				