

APPENDIX 1: DRAFT FIVE-YEAR BUSINESS PLAN

#	ACTIVITY	ACTIVITY DESCRIPTION	WEST HAM PARK MANAGEMENT PLAN THEME	2025- 26 FTE	2026- 27 FTE	2027- 28 FTE	2028- 29 FTE	2029- 30 FTE	PRIORITISATION SCORE (where relevant)	TOTAL BUDGET (where relevant)	FUNDING SOURCE	NLOS LEAD	NATURAL ENVT STRETEGIES			
													1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
	<i>Annual Work Plan (Business as Usual)</i>	<i>The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.</i>	<i>All</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>Local Risk (Hampstead Heath Charity)</i>	<i>ALL</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>
	<i>Cyclical Works Programme (City Surveyor's Dept)</i>	<i>Numerous workstreams to be itemised. 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.</i>	<i>All</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>TBC</i>	<i>&lt;select&gt;</i>	<i>ALL</i>	<i>X</i>	<i>X</i>	<i>X</i>	<i>X</i>

	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.	All	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	<select>	ALL	X	X	X	X
--	--	---	-----	-----	-----	-----	-----	-----	-----	-----	-----	----------	-----	---	---	---	---

1	Toilet block	Refurbishment of the toilet block in the park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Cyclical Works Programme (City Surveyor's Dept)	Parks & Operations Team				
2	Old Nursery Site	Continue to develop proposals for the Old Nursery Site in partnership with the local community.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Natural Environment Division				
3	Sustainable park management	Continue to implement sustainable management practices in all Park operations wherever possible	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
4	Climate resilience	Work as part of the Climate Adaption Action Plan/Carbon Removals Project to adapt management practice and planting where appropriate to contribute to climate resilience and carbon sequestration.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Climate Action Strategy	Parks & Operations Team				

5	Tree succession plan	Develop a tree succession plan to maintain the historic fabric of the Park (avenues) and adapt to climate change	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
6	Revisit Conservation Management Plan	Re-visit CMP strategy and actions and identify opportunities to implement remaining actions	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
7	Learning in the Park	The Park Management and Learning Teams work with the local community to identify opportunities to enhance learning and engagement opportunities in the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
8	Community engagement	We continue to observe how local people use and benefit from the Park and adapt our practice where appropriate	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
9	Wildlife Teaching Areas	Ensure that our existing Wildlife Teaching Areas provide a valued facility for local schools and look at opportunities to create new areas.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
10	Signage	Continue to review, and where appropriate update or enhance, signage and interpretation in the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				

11	Playground	Complete the installation of the tiger mulch in the playground	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
12	Safe Neighbourhood Team	Continue to develop the relationship with the Metropolitan Police / Safer Neighbourhood Team	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
13	Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding the Heath.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
14	Review of Policies, Procedures, and Safe Systems of Work	Continue the review and update of these documents to guide the safe and efficient running of the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
15	Review of licenses and agreements	Review existing licenses, agreements and uses of the Park to ensure that all necessary agreements are modern, appropriate, and in place	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnerships team				
16	Complete safeguarding training for staff in need	Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

17	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.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
18	Analysis of visitor trends	Train managers in the use of visitor data obtained by the HUQ mobile phone visit counts.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
19	Green Heritage Award	Attain Green Heritage Award	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
20	Review of fleet	<b>Continue to implement sustainable management practices in all Park operations wherever possible, including transition to non-petrol powered machinery and equipment, waste management and recycling, water management and avoidance of chemicals; encourage visitors to recycle waste through appropriate on site provision .</b>  Audit our fleet to identify the most polluting vehicles, and prioritise for replacement where possible.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
21	Landscape management	Park-wide: Achieve a balance in soft landscape management between access and amenity requirements for general recreation, and nature conservation, for example in management of grassland and hedgerows, including ongoing review of meadow grassland.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

22	Tree succession plan	Trees and woodland: develop tree succession plan to safeguard the Park's distinctive tree and woodland cover in the longer term and their contribution to nature conservation and climate mitigation. Consider species selection plan to balance replanting of Park's historic tree species with choice of species likely to be more resilient to climate change	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
23	Tree health	Continue to develop measures for the monitoring and management of tree pests and diseases such as <i>Massaria</i> , ash dieback and oak processionary moth	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
24	SINC status	Work with London Wildlife Trust and Newham to raise the status of the Park as a Site of Interest for Nature Conservation from Local to Borough	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
25	Interpretation	Continue to review interpretation and information provision around the Park.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
26	Wildflower meadows	Explore the planting of additional wildflower meadows	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
27	Copses	Planting of new copses in the Park	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
28	Review waste and recycling operations in the Park	Waste and recycling review	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				

29	Continue the implementaiton of in-house surveys and management of trees in the Park	Tree takeover	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
30	Hedgerows	Plant additional hedgerows via the Climate Action Strategy	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Climate Action Strategy	Parks & Operations Team				
31	Green Heritage Award	Submit the applicaiton for Green Heritage Award	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
32	Friends of West Ham Park	We continue to work closely with the Friends of West Ham Park to grow our programme of activities and events	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
33	Learning Team	Learning opportunities in the Park continue to grow across all age groups and communities.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
34	Staff training	<b>Support our staff through training to provide 'a friendly face' to maintain our communication and links across our local community.</b> 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.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

35	Communications Working Group	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.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
36	Padel	Explore the installation of a padel court(s) in the Park	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC (currently unfunded)	Parks & Operations Team				
37	Tarmac area	Explore the transition of the tarmac area in the park into a useful use	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC (currently unfunded)	Parks & Operations Team				
38	Self-audit of Heath accessibility	Complete a review of access challenges in West Ham Park	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
39	Review of site accessibility	Review accessibility challenges at West Park to understand and address challenges to access	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
40	Review of fees and charges	Continue to perform the annual review of fees and charges.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
41	Refreshments	Identify a suitable location for a food and beverage offer for implementation	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				

42	Community Engagement Toolkit	<p><b>Retain and develop engagement and partnerships with residents associations and volunteer groups.</b></p> <p>Develop a 'Community Engagement Toolkit' to guide engagement efforts on the Heath and ensure an approach that is inclusive and as per best practice</p>	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
43	Events programme	<p><b>Maintain and develop programme of walks and talks with the Friends of West Ham Park to enhance understanding of the Park's heritage and nature conservation significance and Park management.</b></p> <p>Create and deliver a programme of community and commercial events in West Ham Park</p>	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership team				
44	Friends of West Ham Park	Widen volunteer engagement in all aspects of Park management, including practical maintenance, surveys such as wildlife monitoring, and biodiversity.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
45	Learning Team	Continue to grow our Learning Programme with local schools and children's groups to provide opportunities for learning about the Park, heritage and nature conservation, through guided visits, walks, talks and activities, and experiences such as bulb planting and wildlife monitoring.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
46	Active recreation	Continue to work with local schools and clubs to provide facilities for organised sport and recreation	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

47	Friends of West Ham Park	Work with the FWHP to increase opportunities to engage in informal activities such as health walks, guided walks and tasks in the community garden and around the Park.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
48	Active recreation	Look at opportunities to develop the Outdoor Gym which is heavily used.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
49	Active recreation	Park Run: continue to promote and support.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
50	200m of hedge planted	Plant 200m of new hedge in the park with the Friends of West Ham Park	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	External	Parks & Operations Team				
51	Events	Plan a programme of events on the bandstand in partnership with local community partners	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
52	Webpage audit	Complete the audit of the West Ham Park webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
53	Weddings in West Ham Park	Review possibility of hosting of weddings in the park, secure needed permits/license	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
54	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: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

55	Communications Plan	Include messages on the value of the West Ham Park in the 2025-26 Communications Plan	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnerships team				
56	Events prospectus	Complete a marketing document to highlight potential event sites on the Park for community and commercial use	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnerships team				